This XML file does not appear to have any style information associated with it. The document tree is shown below.


```
<results>
  <page pageNumber="1">
    <paragraph number="1">
      <![CDATA[
        Fall 2009 Prof. Oliver Williamson Wins Nobel Prize in Economics CalBusiness The
        Magazine of the Haas School of Business at the University of California, Berkeley
        Business Beyond Borders From Everest to San Francisco, Alumnus Richard Blum Touches
        Many Lives Plus: New Haas Leading Through Innovation Award Recognizes Prof. Henry
        Chesbrough, PhD 97
      ]]>
    </paragraph>
  </page>
  <page pageNumber="2"> </page>
  <page pageNumber="3">
    <paragraph number="1">
      <![CDATA[
        Contents CalBusiness Fall 2009 The Magazine of the Haas School of Business at the
        University of California, Berkeley Features Senior Editor Richard Kurovsky Editor Ute
        S. Frey Managing Editor Ronna Kelly, BS 92 Staff Writers Valerie Gilbert Pamela Tom
        Contributing Writers Bill Brazell, Laura Counts, Jennie Lay, Cyril Manning, Bill
        Snyder, K.C. Swanson Design Cuttriss & Hambleton, Berkeley Printer Fong & Fong,
        Sacramento Photography Robert Bean, Abhijit Bhatlekar, Jim Block, Toni Gauthier, Peg
        Skorpinski, Peter Stuckings CalBusiness is published by the Haas School of Business,
        University of California, Berkeley. For further information, contact: CalBusiness
        Editor Haas School of Business University of California Berkeley, CA 94720-1900 510-
        643-0259 rkelly@haas.berkeley.edu CalBusiness Fall 2009, Number 71. CalBusiness is
        published three times a year (fall, winter, and spring/summer) by the Haas School of
        Business, University of California, Berkeley, CA 94720-1900. POSTMASTER: Send address
        changes to CalBusiness, Haas School of Business, University of California, 545
        Student Services #1900, Berkeley, CA 94720-1900. Printed in the USA on recycled
        paper. Fall 2009 Printed in the USA. Printed on FSC-certified recycled paper using
        soy-based inks. To update your address, visit haas.berkeley.edu/alumni/haasatcal and
        click “My Profile.” 8 On the Cover: Borders Business Beyond Richard C. Blum, BS 58,
        MBA 59, has been named the recipient of the Haas School’s 2009 Lifetime Achievement
        Award to recognize his accomplishments in the worlds of business and philanthropy. 11
        Leading Through Innovation Adjunct Professor Henry Chesbrough, PhD 97, receives the
        Haas School’s first Leading Through Innovation Award. 12 Your Haas Network in Digital
        Media Profiles of Three Haas School Alumni in Digital Media and Entertainment Darrell
        Rodriguez, MBA 94, LucasArts Danae Ringelmann, MBA 08, IndieGoGo David Porter, MBA
        00, 8tracks 14 Your Haas Network in 8 Departments 2 In Brief Haas, McKinsey Serve Up
        Nonprofit Solutions Prof. Williamson Wins Economics Nobel Prize New Hires Strengthen
        Haas Faculty Roster Profiles of Three Haas School Alumni in Asia Linh Do, MBA 04,
        Worldwide Orphanages Pashupati Advani, MBA 81, Advani OTC Dealers Shaukat Khan, BS
        62, Mehboob Film Studios 6 Power of Ideas 16 Alumni Notes 28 Haas Alumni Network
        Worldwide de Events 31 In Memoriam 32 Personal View The Road Less Traded d , By Tariq
        Dennison, MFE 04 5 Innovation Wizards Edward Lee and Alex Pabon, MFE 02, Petrofix
        Nikhil Arora and Alejandro Velez, BS 09, BTTR Ventures Michael Natenshon, MBA 09,
        Marine Layer Cindy Karasick, MBA 02, Wrigley 6 Prof. David Teece: How Firms Build
        Competitive Advantage
      ]]>
    </paragraph>
  </page>
  <page pageNumber="4">
    <paragraph number="1">
      <![CDATA[
        InBrief News from the Haas School “We came to Haas because we wanted help creating a
        21st century business model to have an even greater impact on millions of girls’
        lives by expanding GoGirlGo! around the country,” says WSF Senior Program Officer
        Cicley Gay. While students in S3 gain hands-on consulting experience from such
        projects, they also learn academic frameworks in a course taught by Nora Silver,
        director of the Center for Nonprofit and Public Leadership, and Paul Jansen, founder
```

of McKinsey’s nonprofit practice and a director emeritus with the firm. The program is one component of the Haas School’s nonprofit learning opportunities — a specialty for which Haas was ranked #3 by US News & World Report. S3 has served 28 clients since its inception, and Silver has only seen demand increase from both students and clients. “S3 offers a high-impact experiential learning opportunity,” says Silver. “It helps students build consulting skills, understand the nature of nonprofits, and have a real impact in the community.” CB Venture Launchpad Blasts Off Budding student-entrepreneurs at Haas now have a new stepby-step guide to help them successfully get their businesses off the ground. The UC Berkeley Venture Launchpad outlines all of the opportunities and offerings available to student-entrepreneurs during the entire life cycle of developing a business, from idea creation to going live. While several components of the Venture Launchpad have been in place at the school’s Lester Center for Entrepreneurship and Innovation for many years, the Launchpad more clearly delineates which component can help an entrepreneur at one of seven stages of entrepreneurship. The Lester Center has raised $400,000 for the Launchpad, which debuted this fall. CB Women’s Sports Foundation, founded by Billie Jean King, is among the nonprofit clients that have teamed up with the Haas School’s Social Sector Solutions (S3) Program. Pictured here are the foundation’s Cicley Gay; Kirstin Mennella, MBA 10, the student lead on the foundation’s S3 project; and Nora Silver, director of the Center for Nonprofit and Public Leadership, which created S3. Haas, McKinsey Serve Up Nonprofit Solutions When tennis star Billie Jean King decided she wanted to nationalize a program that promotes health and wellness for girls through sports, the challenges seemed daunting. The team at King’s nonprofit, the Women’s Sports Foundation, faced several questions that did not have easy answers: Which cities should be targeted? Who are the partners? What is the business model? Enter Social Sector Solutions, or S3, a program offered by the Haas School’s Center for Nonprofit and Public Leadership in partnership with McKinsey & Company. For the past four years, S3 has dispatched teams of MBA and undergraduate students to consult with nonprofits like the Women’s Sports Foundation that are poised to launch entrepreneurial ventures. S3 matches each client with a custom-built team backed by classroom curriculum and a McKinsey coach. For instance, to help the Women’s Sports Foundation develop a plan to expand its GoGirlGo! Program, S3 created a team of Haas students with a sports or health background, led by an accomplished equestrian and girls’ mentor, Kirstin Mennella, MBA 10. 2 CalBusiness Fall 2009

```
    ]]>
  </paragraph>
</page>
<page pageNumber="5">
  <paragraph number="1">
    <![CDATA[
```

Design Eye for Tech Program Senior Lecturer Sara Beckman has been named the new cofaculty director of the Management Senior Lecturer of Technology Sara Beckman (MOT) Program. MOT is a partnership between Haas and the College of Engineering that focuses on the use of technology to obtain competitive advantage and brings MBA and engineering students together in the classroom. Beckman’s charge at MOT includes exploring new opportunities and integrating the program more tightly with the Haas School’s “Leading Through Innovation” emphasis on developing leaders who know how to put new ideas to work. Beckman’s efforts pioneering the study of product development and design thinking in the MBA curriculum were a key factor that led BusinessWeek to name Haas one of the world’s top design schools in the world. CB Prof. Oliver Williamson Wins Nobel Prize in Economics Hundreds of Haas School faculty, staff, and students toasted Professor Oliver Williamson on Oct. 12 after he was named a winner of the 2009 Nobel Prize in Economic Sciences. illiamson shares the prize with Elinor Ostrom of Indiana University. Both were recognized for their analyses of economic governance. The award is the second Nobel in economics for the Haas School and the fifth for UC Berkeley. “It’s undeserved I suppose,” Williamson, 77, told a crowd of more than 300 people packed into the school’s Bank of America Forum to celebrate with him. “I would describe myself as a conscientious teacher who had a lot of students who were tolerant and went on to do good work.” Williamson’s work involves a multidisciplinary field that he mapped out to study how varying organizational structures for markets and institutions affect economic activity. One of the world’s most cited economists, Williamson is credited with co-founding “New Institutional Economics,” which emphasizes the importance of formal institutions, as well as informal institutions such as social norms, and how they affect transaction costs. His insights have influenced everything from electricity deregulation in California

```
      to investment in Eastern Europe to human resource management in the technology
      industry. Before toasting Williamson in the BofA Forum, Haas School Dean Rich Lyons
      said he “could not do justice” to the depth and scope of Williamson’s contributions
      to the field of economics. “I don’t know how I’m going to contain myself,” Lyons
      said. “I couldn't be more proud of the Haas School. I couldn't be more proud of
      Oliver Williamson. Olly, well done.” Williamson's son, Oliver Williamson Jr.,
      visiting from Poland, handed his father the phone at 3:30 a.m., saying, “I think this
      is the call.” The elder Williamson said he hopes this recognition “brings more
      attention and light to a field that has been largely W Haas Professor Oliver
      Williamson answers press questions hours after being named a winner of the 2009 Nobel
      Prize in Economics. Undergrads Take Two The Haas Undergraduate Program climbed to #2
      in this year’s US News & World Report ranking, up from #3 for the previous six years.
      Haas tied for second with MIT Sloan. Wharton took #1. UC Berkeley remained the #1
      public university and ranked 21st nationally among public and private schools.
      overlooked in the world of economics.” Williamson, the Edgar F. Kaiser Professor
      Emeritus of Business Administration and a professor emeritus of economics and law, is
      the author of several books. They include Markets and Hierarchies: Analysis and
      Antitrust Implications (1975), an economics classic, and The Economic Institutions of
      Capitalism: Firms, Markets, Relational Contracting (1985), which is said to be the
      most frequently cited work in social science research. Williamson is the Haas
      School’s second Nobel Prize Laureate. In 1994, the late John Harsanyi was awarded the
      Nobel Prize in Economics for his work in game theory, a mathematical theory of human
      behavior in competitive situations that has become a dominant tool for analyzing
      real-life conflicts in business, management, and international relations. (Editor‘s
      Note: Williamson’s award was announced days before CalBusiness went to press. Look
      for more on Williamson and the impact of his work in the next issue.) Fall 2009
      CalBusiness 3 PEG SKORPINSKI
    ]]>
  </paragraph>
</page>
<page pageNumber="6">
  <paragraph number="1">
    <![CDATA[
      InBrief Toolkit for New Leaders Power and Influence, Artful Bragging, and Leading
      Learning Teams are among a dozen workshops of the new, carefully designed Berkeley
      MBA Leadership Development Series, aimed at helping Berkeley MBA students become more
      effective leaders. The new series is designed t
    ]]>
    <![CDATA[
      o round out the experience and knowledge gained by students in the classroom and
      through experiential learning opportunities at Haas. The interactive workshops are
      taught by a cast of high-profile experts. They include William Arruda, Entrepreneur
      magazine’s anointed “personal branding guru,” and Srikumar Rao, author of Are you
      ready to succeed? and an adjunct professor at the London Business School. CB Honing
      the Art of Teaching What made your best teacher so great? That was the question posed
      to 55 Haas School faculty members in a campus conference room one sunny day as they
      participated in a new seminar offered by the school’s recently launched Center for
      Teaching Excellence. The center aims to equip instructors with the tools and support
      they need to deliver top-tier teaching every day. It launched this year with four
      core initiatives: a three-day orientation for new instructors; coaching services; a
      mentoring program for instructors; and continuous learning events, including
      workshops on such topics as experiential learning and technology in the classroom.
      The center was created with a $750,000 gift from Steve and Susan Chamberlin, former
      members of the Haas School professional faculty, who called teaching one of the
      hardest things they ever did. While good teaching makes an impression on students, it
      is rarely taught to PhDs, notes Adam Berman, executive director of emerging
      initiatives at Haas. “Fortunately, teaching is a craft,” he says. “And there is a
      well-established set of best practices from which to draw, as well as a wealth of
      expertise at Haas.” CB New Hires Strengthen Haas Faculty Roster Lucas Davis from U.
      of Michigan Field: Energy Economics (Economic Analysis and Policy) “The depth and
      quality of expertise in energy economics here at Haas is unsurpassed anywhere.”
      William Fuchs from U. of Chicago Field: Game Theory and Dynamic Mechanism Design
      (Finance) “Had I not chosen to become an economist, I would have tried to be a chef,
      professional snowboarder, or safari guide.” Ming Hsu from U. of Illinois Field:
      Neuroeconomics (Marketing) “My research uses models and data from economics and
```

```
      neuroscience to study how the brain computes and values choices in a variety of
      financial, social, and strategic decisions.” Atif Mian from U. of Chicago Field:
      Banking, Financial Markets and the Macro Economy, Development (Finance) “The behavior
      of financial markets has a profound effect on human progress and wellbeing. I wish to
      understand these connections.” Leif Nelson from UC San Diego Field: Consumer Judgment
      and Decision Making (Marketing) “Before earning my PhD in psychology, I was a radio
      DJ. I play guitar – poorly. I knit – worse.” 4 CalBusiness Fall 2009
    ]]>
  </paragraph>
</page>
<page pageNumber="7">
  <paragraph number="1">
    <![CDATA[
      Innovation i zards Innovation Wizards spotlights Haas School alumni and students who
      are putting fresh ideas to work, whether it's in the form of an exciting new business
      venture, a breakthrough new product, or novel business model. Strang Strange Brew:
      From Coffee to Shiitakes Nikhil Arora and Alejandro Aror Velez, both BS 09, have
      found Velez, grounds for a sustainable venture – coffee grounds, that is. The pair
      grou co-founded BTTR Ventures, a firm dedicated t turning one of the to largest wa
      streams in the US waste – coffee g grounds – into specialty mushrooms. mushroo BTTR
      (pronounced “Better”; stands for “Back to the Roots”) launched in April, thanks to a
      launch $5,000 prize from Berkeley’s $5 2009 Bears Breaking Boundaries 2 Competition.
      In June, the duo was named among 12 finalists from more than 1,500 entries worldwide
      in a BBC/Newsweek competition for innovative grassroots projects and businesses. The
      company now produces 500 pounds of shiitake and oyster mushrooms a week. Whole Foods
      Market buys the entire stock, selling the edibles for $8 to $12 a pound at Northern
      California stores. Peet’s and other local coffee offee houses donate grounds, keeping
      g tons of waste out of the landfill.. And post-harvest t grounds rich in protein and
      nutrients are donated to d local nonprofit urban rban farms for compost. st.
      Inspiration for the venture struck in Lecturer Alan Ross’ oss’ business ethics class,
      where Arora and ra Velez learned about rural women in Colombia and Africa using
      coffee pulp to grow mushrooms to fight malnutrition. Says Arora: “Alex and I were
      inspired to see how we could use this newly learned fact to turn waste into high-end
      mushrooms in coffee-addicted urban America.” Fitting Him to a T Michael Natenshon,
      MBA 09, was stuck between a medium and a large. He could never find t-shirts that fit
      well. So mid-way through getting his Berkeley MBA, after hearing from other Haas
      folks with similar wardrobe woes, Natenshon decided to take action. Tapping his
      entire savings and credit cards, Natenshon bootstrapped his first startup, Marine
      Layer, which went on to become the subject of a few class projects. “My pricing class
      did a project on our pricing, looking at different ways to bundle our shirts
      together,” recalls Natenshon, whose shirts can be purchased at marinelayer.com. At
      $35 each, Marine Layer’s T-shirts aren’t cheap. But they aren’t your run-of-the-mill,
      plain white T, either. Natenshon found a factory in Los Angeles to custom-knit the
      shirts from a fiber called modal, s made from beech trees, f which is far more
      sustainw able to produce, stronger, a t and softer than cotton. a And then there are
      A the sizes: smedium, s medium, marge, large, med larger, extra-large. Marine larger
      Layer also washes the shirts in hot water four times to limit shrinking to no more
      than a quarter of no mor an inch. The company’s logo: a hammock hanging from the
      Golden Gate Bridge. Not that Natenshon has any time to relax though. He says without
      regret: “This takes every single minute of my time.” Chewing on New Ideas When
      Wrigley Senior Marketing Manager Cindy Karasick, MBA 02, began investigating a new
      subline for Orbit chewing gum in spring 2007, she went well beyond the typical market
      research. In addition to talking with heavy Orbit gum chewers, Karasick led a team
      that conducted a “deprivation study” with consumers. For the first two days,
      participants couldn't chew gum. For the next two days, they couldn’t have mints. For
      the next two days after that, they couldn't brush their teeth. “We found that
      consumers rinsed their mouths a lot and drank a lot of water,” Karasick says. “They
      had become accustomed to a cleanmouth feeling from chewing Orbit gum all the time.”
      And so Orbit Mist™ was born. The sugar-free gum, which launched in March, “contains
      MicroBursts™ to deliver a hydrating sensation to consumers,” according to Wrigley.
      Judging by early numbers, Orbit Mist is living up to its promises. Just five months
      after its debut, Orbit Mist gum is now the second-fastest growing gum brand launched
      over the past three years, according to Nielsen data. And Karasick, meanwhile, has
      moved on to her next project, which she remains tight-lipped about for now. Fill ’er
      up p Edward Lee and Alex Pabon Pabon, both MFE 02 are putt 02, putting a th cap on
```

```
      gas prices. Their company, Petrofix, lets commercial “power-users” of gasoline
      protect themselves against soaring gas prices — and gain some stability in their
      budgets. When a customer signs up, Petrofix caps its price of gasoline at the
      government’s published price on that day. Petrofix then pays the customer when gas
      prices increase above that published cap, through monthly reimbursements. If the
      price at the pump dips below the cap, customers pay the lower pump price. Petrofix
      charges customers a fee of approximately 10 percent to 15 percent of the government’s
      published price per gallon. So if the government’s rate is $2.66 per gallon and a
      customer buys a three-month plan using an estimated 5,000 gallons per month, Petrofix
      would charge 27 cents per gallon multiplied by 3 multiplied by 5,000, or $4,050. “The
      purpose of the plans for customers is not to make money if prices go up,” Pabon
      explains. “It’s to protect customers from loss. It’s very similar to insurance.” Fall
      2009 CalBusiness 5
    ]]>
  </paragraph>
</page>
<page pageNumber="8">
  <paragraph number="1">
    <![CDATA[
      Power of Ideas By Pamela Tom Wisdom from an Innovation Master Prof. David Teece
      outlines how firms build competitive advantage In a new book, Professor David Teece
      builds on his research on “dynamic capabilities” to create a framework for
      understanding how firms develop and maintain competitive advantage in global markets.
      “This is a capstone that can pull together the intellectual grit that constitutes
      what every business school tries to teach,” Teece says of his new book, titled
      Dynamic Capabilities & Strategic Management: Organizing for Innovation and Growth.
      Teece, an authority on the theory of firm and strategic management, coined the term
      “dynamic capabilities” more than a decade ago. The focus: how firms innovate in the
      global marketplace and how they need to be managed in order to survive in rapidly
      changing business contexts. Capabilities refer to a business enterprise’s ability to
      mold assets to respond to changing technologies and markets. Teece’s seminal paper on
      the topic, “Dynamic Capabilities and Strategic Management,” published in 1997 in
      Strategic Management Journal, has been recognized by ScienceWatch as the single most
      cited article in the business and economics category from 1995 to 2005. In his new
      book, Teece introduces readers to three classes of capabilities, which he describes
      as sensing, seizing, and managing threats/transforming. The framework identifies
      mechanisms by which entrepreneurially managed firms can sense or identify
      opportunities; seize these opportunities and capture value from innovation; and have
      the capacity to transform internally not only to survive but to thrive. Teece’s work
      focuses on managing assets and building capabilities within firms. He maintains that
      building the organization’s bu capabilities, rather than the ca individual’s, is the
      key to in competitive advantage. co One premise behind Teece’s 25 years of research
      is the need to study competition in ne the ecosystem. Teece purports th industry is
      not the only unit of in analysis, but it is also necessary to an observe the role of
      government, ob educational institutions, and ed other players in the ecosystem. In
      his book, Teece integrates multiple disciplines to give his readers a framework for
      thinking about top management decisions. He draws on economics, finance,
      organizational behavior, marketing, strategy, and decision theory. “I’m trying to do
      for the firm what Adam Smith tried to do for the nation,” Teece says, referring to
      Adam Smith’s book The Wealth of Nations. “Believe it or not, nobody is really trying
      to build a comprehensive framework to explain wealth creation and maintenance by
      firms, despite the importance of the subject. I’m trying to explain the essence of
      what it takes to build and sustain competitive advantage in a highly competitive
      world.” 6 CalBusiness Fall 2009
    ]]>
  </paragraph>
</page>
<page pageNumber="9">
  <paragraph number="1">
    <![CDATA[
      New Faculty Books Restoring Financial Stability: How to Repair a Failed System
      Chapters authored by Dwight M. Jaffee, Willis Booth Professor of Banking and Finance
      Wiley A New Way to View Asset Pricing Finance Prof. Nicolae Gârleanu explores the
      risk of innovation shocks “Innovation” perform as well and the existing or
      immediately ‘old’ workers suffer in relative terms,” denotes brilliance says
```

Gârleanu. “At the aggregate level, and discovery. In the human-capital risk makes workers the realm of asset reluctant to hold stock of existing firms, pricing, however, since their profits are collectively at innovation can risk from new entrants and therefore become a risk. Haas do poorly precisely when their earning School Assistant power declines.” The result is both a Professor Nicolae higher equity premium (low stock prices Gârleanu created a financial model relative to bond prices) for investors and that reveals that a “shock” of innovation a lower interest rate in the economy. at a given company decreases human “The model also implies that capital in competing companies that firms that benefit from innovation are do not innovate. Consequently, asset more desirable, as they hedge against pricing models must factor in the risk of innovation risk, and therefore have innovation to ensure balance within the high prices,” Gârleanu further explains. market and profit among equity holders, “These firms are actually known as he found. ‘growth’ firms due to their potential for An infusion of innovation commonly innovation. One widely observed feature implies increased efficiency, productivity, of financial markets is that such firms profits, and competition. In their have high ratios of market prices to working paper “The Demographics of book prices, and tend to perform more Innovation and Asset Returns,” Gârleanu poorly on average than low market-toand co-authors Leonid book firms, or ‘value’ firms. The Kogan of MIT and paper justifies these empirical “When innovation Stavros Panageas findings by explaining why is particularly of the University of growth firms are less risky than successful, in Chicago determined value firms.” the context of that innovation also “Innovation correlates when our model, two constitutes a risk factor growth firms do well, and high things happen: for asset pricing. innovation is also a measure for The old firms don’t workers,” adds Gârleanu. “The For example, take perform as well Amazon and Barnes reason why the older workers are & Noble, competing disadvantaged is because they and the existing or book and music ‘old’ workers suffer can’t ‘insure’ themselves against retailers. As computer the risk of innovative times.” in relative terms.” technology developed, The researchers studied —Prof. Nicolae the birth of the Internet an “overlapping-generations Gârleanu served as a shock of economy.” In this model, as innovation. Amazon, in real life, people join the as an innovator, built its business online economy over time. and outperformed Barnes & Noble. “If you look at the gross domestic Barnes & Noble, originally a brick-andproduct, when innovation is high, mortar store, took its time to adopt GDP grows. Overall, there is more to new technology and sell goods online. consume. However there is a distribution As a result, without innovating, Barnes issue. When innovation is high, a & Noble eventually had to close some disproportionate portion of output goes stores and lay off workers. to the innovators, the young people, “When innovation is particularly at the expense of the older people,” successful, in the context of our model, says Gârleanu. “Overall, it’s good but two things happen: The old firms don’t H Ho Housing Markets and the the Economy: Risk, Re Regulation, and Policy Co Co-edited by John M. Quigley, Do Donald Terner Distinguished Professor in Affordable Pr Housing and Urban Policy Ho Lin Lincoln Institute of Land Policy i Financia Fi Financial Sector Development in the Pacific Rim Co-edited by Andrew K. Rose, Bernard T. Rocca Jr. Chair in International Business & Trade University of Chicago Press Policymaking in Latin America: How Politics Shapes Policies Co-edited by Pablo T. Spiller, Jeffrey A. Jacobs Distinguished Professor of Business and Technology David Rockefeller Center for Latin American Studies/Inter-American Development Bank The Business of Media Distribution -- Monetizing Film, TV and Video Content in an Online World Jeff Ulin, Lecturer Elsevier (Focal Press) Seven Steps to a Successful Startup Naeem Zafar, Lecturer Five Mountain Press the distribution is such that part of the population is hurt.” The model does not imply that there is only a small role for experience in the workplace; “old” knowledge is still very important in many industries. “We’re looking at the risk,” Gârleanu says. “It is precisely when innovation is bigger than average that older workers perform more poorly than younger workers.” The paper concludes that the standard aggregate asset pricing model must be augmented to consider the risk posed by innovation. It suggests that the way to cushion major innovation shocks is investment in growth stocks and potential innovation. Fall 2009 CalBusiness 7

```
    ]]>
  </paragraph>
</page>
<page pageNumber="10">
  <paragraph number="1">
    <![CDATA[
```

```
        2009 RECIPIENT Lifetime Achievement Award Business Beyond Borders From Everest to San
        Francisco, Alumnus Richard Blum Touches Many Lives By Cyril Manning On the cold
        slopes of the approach to Everest, the world's highest dental clinic sits at 11,600
        feet. Here, Nawang Doka Sherpa tends to Sherpas, Tibetan people, and trekkers in a
        land where, until recently, children had four times the normal level of tooth decay
        and locals blamed evil spirits for such problems. 8 CalBusiness Fall 2009
      ]]>
    </paragraph>
  </page>
  <page pageNumber="11">
    <paragraph number="1">
      <![CDATA[
        Nawang's service here would never have been possible without Richard C. Blum, BS 58,
        MBA 59, the prodigious private equity financier and philanthropist who has made
        helping her people one of his life's greatest passions. In 1968, on his first trek in
        the Himalayas, Blum struck up a strong friendship with a Sherpa guide named Passang
        Kami, Nawang Doka's father. A few years later P.K. (as he was known) confided that
        without an education, his five daughters would surely spend the rest of their days
        carrying loads over the mountains. "At that time no Sherpani had ever gone to high
        school," says Blum. "I said, 'P.K., your daughters are daughters to me; you get them
        into school, and I'll pay for it.' We educated all five; two went on to college in
        the US; and the youngest one, Nawang Doka, went on to become a dentist for her
        people." Blum's commitment to those five Sherpani girls is typical of his approach to
        investing in businesses, philanthropy, and friendship: Dick Blum invests for the long
        term, has a knack for seeing and nurturing latent value, and ultimately, cares first
        and foremost about improving human lives. The Haas School has named Blum the 2009
        recipient of its Lifetime Achievement Award to recognize his countless achievements
        in the worlds of both business and philanthropy. "Dick Blum is an exemplar of the
        type of leader that Berkeley-Haas strives to produce," says Dean Rich Lyons. "A
        pioneering businessman, he invested in Asia decades before others, but didn't stop
        there. He also dedicated himself to improving the lives of people in remote regions
        of Asia through his philanthropy and hard work." At 74, Blum has proven beyond all
        doubt that his approach is a recipe for success. Born the son of a clothing salesman
        who died when he was 10, Blum attended San Francisco public schools, earned a BS and
        MBA from Berkeley, and went on to build a fortune worth hundreds of millions of
        dollars by investing in troubled, undervalued corporations and breathing new life
        into them. His astute business skills have played no small role in his other
        pursuits, from his leadership on the UC Board of Regents to his philanthropic
        endeavors in the Himalayas. Along the way, Blum also has helped his wife, US Sen.
        Dianne Feinstein, with numerous successful political campaigns. Married in 1980, the
        couple share a passion for politics, civil rights, and of course, family — including
        their four daughters and six grandchildren. The offices house both Blum Capital
        Partners, which Blum founded in 1975, and his American Himalayan Foundation, the
        humanitarian organization that carries on his vision for helping the Himalayan
        people. On the business side, Blum Capital's staff includes investment professionals
        typical of a private equity firm and portfolio managers who invest in public stocks.
        This structure mirrors what Blum calls his firm's "hybrid investment strategy" of
        focusing as much on adding value to companies as on acquiring and selling them. "We
        will do buyouts like anybody else," Blum explains, "but we look for value in the
        market. We take large positions in companies and work with them — sometimes for a
        decade or more." His early successes included Ringling Bros.-Barnum & Bailey Circus
        in the late 1960s with previous employer Sutro & Co. and Northwest Airlines in the
        late 1980s. During the dot-com bust, Blum's firm acquired a majority interest in CB
        Richard Ellis, now the world's largest real estate firm, where Blum still serves as
        board chairman. Most recently, one of Blum's holdings — Myer, Although Blum's cordial
        ties to Chinese leaders have Australia's largest departhelped him penetrate Chinese
        equity markets, he counts the Dalai Lama among his personal friends. Here Blum joins
        ment store chain — was the Dalai Lama in April in Berkeley, where the Dalai Lama
        moving forward on an IPO gave a speech and Blum received the Berkeley Medal. to raise
        up to $2.5 billion (Australian dollars). Blum Capital was part of a consortium that
        acquired the firm in 2006. If the IPO is successful, Blum and his limited partners
        will enjoy a return of approximately seven times on their money. During the pre-
        recession equity frenzy, Blum's approach may have looked downright conservative, but
        in retrospect it seems instructive. "Over a period of 30 years, I would say our
        balance sheets have about onethird the leverage of the average private equity guys,
```

```
and nonetheless our returns over that period have been right around 20 percent. So I guess we must have done something right," he says. Leading Change at UC Blum's skill at getting results has been just as critical to his high-profile role on the UC Board of Regents. As chairman, he issued a scathing public critique of the university system and went on to lead a sweeping leadership overhaul in the office of the president. Over 18 months, the administration substantially downsized its bureaucracy and cut operating costs by $169 million a year. And "the team of people there now is infinitely better," Blum says, referring to UC President Mark Yudof, whom Blum personally recruited. Blum also took a hard look at the University of California's balance sheet. "There was a time when Hybrid Strategy Blum is known as a tough negotiator, but he takes spiritual cues from his time in the Himalayas and his close friend, the Dalai Lama. His downtown San Francisco office could rival a museum of Himalayan art, adorned with ornate Buddha statues, painted and embroidered scrolls known as Thangkas, and a colorful Tibetan prayer wheel that stands just outside Blum's private office. Fall 2009 CalBusiness 9 PEG SKORPINSKI
    ]]>
  </paragraph>
</page>
<page pageNumber="12">
  <paragraph number="1">
    <![CDATA[
      Blum, left, with children in Tibet, is the founder and chairman of the American Himalayan Foundation, which takes care of 25,000 people every day. Blum, right, in front of Everest, dreamed of climbing the mountain ever since photos of the Himalayas in National Geographic captured his attention as a child. we were told we had very little debt capacity, about $7 billion, but it wasn't really true," Blum recalls. "We found that we really had about $11 billion available to us if we were willing to go down to a single-A (bond) rating. We took some arbitrary debt caps off. For example, Berkeley had a $50 million debt cap. That frankly won't keep your plumbing up to date." Blum's dedication to the UC system stems not only from his loyalty to his alma mater but also a strong belief in its role serving California and the world. He has been involved with Haas for more than 50 years, serving on its advisory board and as president of the Cal Business Alumni Association. He was named the Haas School's alumnus of the year in 1994 and received the Berkeley Medal, the campus's highest honor, from Chancellor Robert J. Birgeneau in April. "UC Berkeley has never had a more passionate or dedicated advocate than Dick Blum," says Birgeneau. "He has repeatedly invested his energy, influence, and personal resources in Berkeley's students and faculty. I know from personal experience that this is not just because of his fond memories of attending Berkeley in the past, but because he truly believes in the role of Berkeley's students and faculty in alleviating poverty and creating more just societies." are addressing issues such as good government and human rights. And a new minor in global poverty in practice is housed within the Blum Center. If Blum seems keen to expose students to the reality of global poverty, disease, and malnutrition, it's likely because he truly knows the transformative power of such experiences. "I would say that not merely have I been changed" by the Himalaya, he has written, "but I have been transformed by the great inner strength of the people of this mountain range, and by their lessons of caring and kindness." Blum's love for the region and its people, and his deep, lasting concern for the chronic poverty, malnutrition, and displacement he has witnessed there led to his creation of the American Himalayan Foundation (AHF), with help from such partners as the Dalai Lama and Sir Edmund Hillary, one of the first people to reach the summit of Mount Everest and founder of the Himalayan Trust. Blum's AHF has about 175 active projects, including clinics, schools, elder care, and conservation efforts. "He really cares, not in a syrupy way, but in a from-theheart way — like it's in his DNA — about people who are poor or struggling," Erica Stone, MBA 87, AHF's longtime executive director, says of Blum. "I've been trying to keep up with him and the myriad ideas that pour out of him every day for 18 years now, and I love being on his team getting to figure out real and practical ways to make the world better." Indeed, it was Blum who urged Stone to earn her MBA from Haas. "There are a lot of well-meaning people that try to go out into the world and do great things," Blum says. "But whether that is running a few schools in Namibia or encouraging carpet weavers in Tibetan refugee camps, the basic skills of business are really fundamental." "At the end of the day, really the only way you're going to break people out of poverty is to grow enterprise and employment," he adds. Pioneer in Asia This philosophy explains Blum's investment approach in Asia and the developing world. In 1994, Blum co-founded Newbridge
```

Capital, one of the first private equity firms dedicated to Asian markets (now a Texas Pacific Group subsidiary, TPG Asia V, of which Blum is chairman). Blum hired another Cal grad, Peter Kwok, MBA 80, PhD 81, as the fund's first managing director. Among the fund's investments: Korea First Bank, one of Korea's largest banks and a successful turnaround in early 2000. "You find that in places like Korea, China, and India, once someone has an income of a few thousand dollars or more they're a potential bank customer," Blum says. "But these countries really didn't have any banking system that caters to those people so someone can buy a washer or maybe put a little money toward an apartment, car, or whatever. So firstly, investing there is a good business. And secondly, it helps change people's lives." "I really like to invest in companies that help people grow and prosper in their own lives," Blum adds. "I'm still a deal junkie. But my highest rates of return are seeing how you can change people's lives, whether on the Berkeley campus or in a village in the Himalayas." Tackling Global Poverty Perhaps nothing demonstrates this belief more than Blum's more than $30 million gift to create and build a new facility for the Richard C. Blum Center for Developing Economies, where faculty and students from Haas and across Berkeley focus on creating sustainable solutions to global poverty. "One day walking across campus with Chancellor Birgeneau, it just struck me that you can't find one kid on the Berkeley campus who doesn't care about climate change, environmental issues, or making the world a better place," says Blum. The center's projects have included designing devices for safe water and sanitation, developing technologies to help the rural poor, and nurturing local entrepreneurs and markets to help communities become self-sufficient. Students and faculty also 10 CalBusiness Fall 2009

]]>
</paragraph>
</page>
<page pageNumber="13">
<paragraph number="1">
<![CDATA[

2009 RECIPIENT Leading Through Innovation Award Prof. Henry Chesbrough, PhD 97, Honored for Developing New Innovation Paradigm By Laura Counts hen Adjunct Professor Henry Chesbrough, PhD 97, coined the term "open innovation" in a 2003 book, he was a bit ahead of his time. Companies were still in survival mode after the dotcom implosion, and the idea of throwing open their doors to the free flow of ideas seemed risky. Six years later, Googling the term "open innovation" yields more than 30 million results, and Chesbrough has become widely recognized as one of the nation's leading thinkers on the topic of innovation. Chesbrough's theory that companies should use global connectivity to their advantage by seeking external ideas outside their own walls — while sharing internal ideas they can't use with other firms — has become one of the hottest recent business trends. Chesbrough has been selected as the first recipient of the Haas School's Leading Through Innovation Award in recognition of his pioneering scholarly efforts in open innovation, innovation in the services sector, and the processes of industrial research and development. The new annual award is being established this year to celebrate Haas alumni who have achieved excellence as innovative leaders and who embody the principles of the school's Leading Through Innovation strategy, thus serving as exemplars to others in the Berkeley-Haas community. "Haas is really undertaking a bold experiment in focusing the school on leadership through innovation," says Chesbrough. "Many schools pride themselves in leading through research, but leading through innovation is quite different. It recognizes there is value not only in discovering ideas, but in translating them into the market." Chesbrough has been at the forefront of that approach. He directs the Center for Open Innovation at Haas and he founded the Berkeley Innovation Forum — a group of 30 companies in a wide range of industries that meets twice a year to exchange ideas, experi- W ences, and knowledge about innovation management. "Henry Chesbrough has been a leader in developing new theories about innovation and has been especially successful in helping put these new ideas to work — the definition of Leading Through Innovation," says Dean Rich Lyons. "In so doing, he has created stronger links between our school and the business community. His work is also having a positive impact on our society as a whole." In addition to leading the Center for Open Innovation, Chesbrough is now researching his third book, which centers on the services sector. One of his subjects is Spain's quirky El Bulli restaurant, lauded as one of the world's best — and most experimental — restaurants. Its menu relies on the research of an outsider: Hervé This, a French chemist who pioneered molecular gastronomy, making possible such creations as slinky-shaped

spirals of solidified olive oil, liquid ravioli, and frozen chocolate air. “El Bulli’s business model is almost as interesting as its cuisine,” Chesbrough says. “Instead of riding the crest of popularity, they deliberately shut down six months every year to research their new menu. They also actively pursue outside partnerships — with a snack-food company, a hotel, and an airline — which is very unusual for a high-end restaurant.” Chesbrough’s first book, Open Innovation: The New Imperative for Creating and Profiting from Technology, came out when corporate R&D departments had been cut to ribbons but globalization made it impossible to have a monopoly on good ideas. IBM and Proctor & Gamble were the first corporate stalwarts to seize on Chesbrough’s open innovation theory, actively promoting it through special divisions. His 2006 sequel, Open Business Models: How to Thrive in the New Innovation Landscape, used case studies to explore the importance of incorporating open innovation into a business model. Chesbrough cites the case of Apple, which amplified the value of the iPhone and iPod by encouraging others to develop applications for them. While he began his research with a Silicon Valley focus, Chesbrough says his theories extend across all sectors, from consumer goods to pharmaceuticals. Although many companies are still unfamiliar with or resistant to open innovation. Chesbrough finds particular satisfaction in the fact that more and more of his students are going on to jobs with “open innovation” in the title. “Students call me and say they are doing exactly what we talked about in class. They are the ones putting it into practice," he says. “Then it comes full circle when I invite them back to talk about it, to keep us current.” Fall 2009 CalBusiness 11

]]>
</paragraph>
</page>
<page pageNumber="14">
<paragraph number="1">
<![CDATA[
Your Haas Network in Darrell Rodriguez, MBA 94 President, LucasArts San Francisco Welcome to the world of management, Darrell Rodriguez-style: a cubicle instead of a corner office; a polo shirt instead of a suit; and a Facebook page instead of a club membership. Eighteen months into his job as president of LucasArts (the interactive game division of Lucasfilm), Rodriguez, MBA 94, has the fun of supervising the creative teams responsible for developing a string of video games rooted in the Indiana Jones and Star Wars franchises as well as other new games — and the worries of piloting a consumer-products company through the worst recession in decades. “You’d think that our business would be immune to the downturn,” he says. “But that’s not the case.” Retailers are struggling, disposable incomes are shrinking, and the video game industry is still waiting for the next generation of hardware that will drive sales of faster, cooler games. If the job is stressful, it doesn’t show. At 43, Rodriguez, a Bay Area native and seventh-generation Californian, is trim and relaxed. For inspiration, he can look across the lush expanse of San Francisco’s Presidio, where LucasArts is based. And for relaxation there is a conference room with a full complement of video games, from the LucasArts hit Star Wars The Force Unleashed to another Rodriguez favorite — Left 4 Dead. Left 4 Dead isn’t much like the family-friendly games published by LucasArts; it’s a product of Rodriguez’s previous employer — Electronic Arts, where he served as COO of its Los Angeles game development studio — and is unabashedly gory. Content aside, the significant difference in the two jobs stems from EA’s status as a public company, while LucasArts is privately held. “It’s liberating being at a private company. Decisions don’t have to be made quarter to quarter. We think in terms of years,” Rodriguez says. Rodriguez’s career path to LucasArts has hardly been a straight line. He earned a landscape architecture degree from Cal Poly San Luis Obispo. A long-held desire for an advanced degree led to Haas, followed by jobs at EarthLink and Disney. A formal business education, he says, was essential in bridging the gap between the Join the Berkeley creative outlook — his natural inclination Digital Media & — and the broader view required of a topEntertainment level manager. Club to meet more Rodriguez finds social networking Haas alumni in this sites like Facebook and Twitter essential exciting, fast-paced for staying in sync with “the Gen-Yers” field. Email Christian who are both his employees and Oestelien, MBA 06, customers. Similarly, working in a lowchristian.oestlien@ walled cubicle instead of a private office mba.berkeley.edu. makes communication with his team simpler and more effective. For the man who collected Star Wars and Indiana Jones action figures as a boy, playing a role in the ongoing fantasy created by George Lucas is clearly a delight. “It’s impossible to work at LucasArts and not constantly remember your first Star Wars moment and feel

```
        the passion that comes from everyone that works here," Rodriguez says. 12 CalBusiness
        Fall 2009 Digital Media
      ]]>
    </paragraph>
  </page>
  <page pageNumber="15">
    <paragraph number="1">
      <![CDATA[
        David Porter, MBA 00 CEO, 8tracks New York David Porter, MBA 00, is making a career
        out of music. Not playing or singing it — sharing it. Ever since he was a teenager,
        Porter, now CEO of 8tracks, has been interested in both music and business. When he
        was 15, a Rolling Stone article about an investment banker's SoHo loft piqued his
        curiosity about a banking career. After majoring in accounting, he landed an auditing
        job with Arthur Andersen. Then another magazine — Wired — caught Porter's eye, and he
        became increasingly fascinated by the Internet after reading Wired columnist Nicholas
        Negroponte's 1995 book Being Digital. The next year, Porter rode the Andersen job to
        London, then the center of electronic music. Porter saw that Negroponte was right:
        Music would soon be digitized, and thus more widely available. Watching a DJ get
        $50,000 in one night just to pick music, Porter saw the value of a great tastemaker.
        Porter observed that while buying music from a store benefited labels and top-selling
        musicians, the abundance of music on the Internet plays to curators. His vision was
        to bring a new level of organization to online tune discovery. So he came to Haas and
        landed an internship at Liquid Audio, the first company to deliver secure music
        online. Porter dug into the details of royalties and talked to venture capitalists
        about his own plan to organize social music sharing. "It's novel," they said, "but
        you need real-world experience." Porter took their advice and after graduation became
        a business development manager at Live365, the largest user-programmed Internet radio
        network, where he stayed for six years. In fall 2006, he founded 8tracks. The name
        describes each mix its volunteer users create: at least 30 minutes of music, which
        usually means eight tracks. "8tracks provides a simple and legal way for people to
        create and share playlists," Porter explains. 15,000 DJs have made 40,000 mixes
        across every genre imaginable. 8tracks soon plans to charge DJs a subscription fee to
        access analytics and earn revenue from the sale of tracks from their mixes. "There
        are two ways people have discovered music traditionally," Porter says. "Word of mouth
        and radio. What we do blends both, on a global scale." Danae Ringelmann, MBA 08 Co-
        Founder, IndieGogo San Francisco The opening shot of Danae Ringelmann's future came
        at a "Hollywood meets Wall Street" networking event in 2002. Then a 22-year-old
        newbie investment banking analyst covering media and entertainment, Ringelmann found
        herself the center of fawning attention — simply because of her JPMorgan nametag.
        "Everyone else there was a filmmaker looking to fund their project, so I was very
        popular," laughs Ringelmann, MBA 08. "When a 70-yearold FedExed his script, pleading
        for my help, it just clicked that there should be a better way to do this."
        Ringelmann's initial idea to set up an independent film investment fund drove her to
        Haas, where it morphed into IndieGoGo. Along with Eric Schell, MBA 08, and his former
        colleague, Slava Rubin, Ringelmann hatched a plan for a social marketplace where
        independent filmmakers could interact with fans, raise money, and build a following.
        "Just weeks after I pitched it to VCs in my social entrepreneurship class, we went to
        Sundance 2007 with a one-line description," says Ringelmann. "One year later, we were
        back at Sundance to launch." Since then, IndieGoGo has become the most trafficked
        site for independent film funding, helping raise over $130,000 and showcasing more
        than 1,900 projects from 90 countries. When IndieGoGo celebrated its first
        anniversary at Sundance 2009, Robert Redford himself offered kudos. The site allows
        filmmakers to post free project profiles and then "sell" production perks — a film
        credit, access to the set, an extra role, or even a character name. The site's most
        successful film to date is Tapestries of Hope, a documentary about the AIDs crisis in
        Zimbabwe, which raised $22,000. IndieGoGo takes a 9 percent cut of funds raised
        Ringelmann, who handles finance and customer development, stresses that crowd funding
        is just one element of the site. "We're not here to replace other funding channels,
        but to complement them," she says. "The minute someone gives even $1, they are
        emotionally connected, and they become your best promoters." Fall 2009 CalBusiness 13
      ]]>
    </paragraph>
  </page>
  <page pageNumber="16">
    <paragraph number="1">
```

<![CDATA[
Your Haas Network in Linh Do, MBA 04 Country Director, Worldwide Orphans Foundation Ho Chi Minh City, Vietnam When helping orphans with HIV/AIDS in Vietnam, Linh Do, MBA 04, approaches her work much like any entrepreneur, albeit one attuned to social rather than financial payoffs. Since being hired as Worldwide Orphans Foundation's (WWO) second Vietnam-based employee in 2006, she's built a core staff of 15 and played an integral role in the development of WWO programs to help orphans infected and affected by HIV/AIDS. Her position as Vietnam country director has demanded as much energy, perseverance, and creative thinking as her previous work founding a startup. "We're trying to do things that are quite innovative for Vietnam," says Do, who believes her biggest accomplishment has been helping reduce the stigma experienced by orphaned children with HIV/AIDS. Under Do's leadership, WWO has created a network of community workers to provide outreach to HIV/AIDS orphans. One flagship WWO program offers a small stipend to people from the local community to spend daily one-on-one time in orphanages with infected children. The program fills a major gap in treatment for institutionalized children, who are often developmentally delayed due to limited emotional support compared to what a family setting provides. Programs from the US government and the Clinton Foundation ensure children with HIV/AIDs can receive free medicine. But Vietnam suffers from a shortage of trained social workers because academic training in social work was mostly shut down for more than two decades after 1975. Although Do was born in Vietnam, she and her family left as political refugees in 1979 when she was still in preschool, eventually settling in St. Louis. She first exercised a strong entrepreneurial streak after graduating from Stanford in 1998, when she founded a company to recruit new college grads for dot-coms. "I wanted to focus on one project and see the results," she says. "But I realized that while that was making a change, it wasn't really the change that was close to my heart. It's working with people who are impoverished that motivates me." Do, who went to Haas with the goal of working in nonprofit management, has been able to apply what she learned in areas such as marketing, strategy, and organizational behavior to running WWO's Vietnam office. Her business degree also helped WWO land a significant grant from USAID, the government aid agency. Do and her team beat out some 750 other nonprofits to win a $1.7 million, three-year grant from USAID. Do was told that because of her MBA, "the donor agency felt like there was somebody there who had some training and would use the funds efficiently," she recalls. The grant will fund another innovative project that Do helped conceive: a new WWO program to improve training for social workers and other people who work with children and families infected by HIV in Vietnam. 14 CalBusiness Fall 2009
]]>
</paragraph>
</page>
<page pageNumber="17">
<paragraph number="1">
<![CDATA[
Shaukat Khan, BS 62 Director, Mehboob Film Studios Bandra, India Deep in the heart of Mumbai's suburb Bandra, where film stars' mansions bump up against an urban slum, Shaukat Khan, BS 62, runs one of the five great Bollywood studios, Mehboob. On any given day, six studio stages host four to six film or photography sets, from product shots to educational films to the song and dance of Bollywood. Khan inherited the studio from his father Mehboob Khan who put it on the map when his iconic film Mother India won an Academy Award nomination for best foreign film in 1958. Today, the patriarch's two sons guide the future of the family business. To prepare for his role, Shaukat Khan came to California in 1959. He enrolled at UC Berkeley because he enjoyed its unique culture and stimulating sense of camaraderie. "Berkeley was a thorough education," he says, "both inside and outside the classroom." Khan enjoyed the balance of business and marketing classes matched with campus offerings in sociology, psychology, and political science. "I received a very well-rounded education, which gave me the confidence to talk to professionals in all different disciplines," he says. "I am very grateful for that." Back in India, he applied his new skills and confidence to work his way up to director of Mehboob. Thanks to corporate funding, Bollywood has been booming and so have real estate prices in Bandra. As a result, the Mehboob studio — and others like it — sit on valuable real estate; some studios have started moving far to the north where land prices are still reasonable. "Things are changing," says Khan. "But one thing is clear: People will always go to the movies and watch television — it's an essential part of life in India." Khan speaks little of his own accomplishments. But as the film industry has

changed, he has deftly reinvented his father's famous studio to keep up with the times. Instead of producing its own films, Mehboob now rents its facilities and is equipped and staffed to accommodate the ever-changing needs of film producers, advertising creatives, photographers, and other media professionals. In honor of the past, the corridor to Khan's office is lined with classic Bollywood posters. Khan's favorite films? Billy Wilder's Sunset Boulevard and Satyajit Ray's Pather Panchali. "They're brilliant," he says. "Both these films will stay with you long after you have left the theater." Pashupati Advani, MBA 81 Director, Advani OTC Dealers Mumbai, India Hedge fund advisor Pashupati "Putty" Advani, MBA 81, left his native India as a young man to study engineering in London, then business at Berkeley. The combination, he thought, would serve him well for a career in Silicon Valley. But the school's faculty pointed him on a different path. Professor Leo Helzel recognized Advani's financial skill and interested him in pursuing a career at a top financial firm. He earned his first stripes in that field at Kaiser Aluminum, thanks to a new learning partnership with Kaiser Aluminum created by then-Dean Earl F. Cheit. Signing up to assist Kaiser's retirement committee, Advani got a chance to work directly with the firm's treasurer. He was soon asked to prepare a report on a novel idea: how real estate could serve as an investment instrument for the pension fund. Kaiser accepted his proposal. His success was no accident. Loading his MBA with finance courses, Advani had made sure to learn from the best: taking options with Professor Mark Rubinstein and real estate with Professor Ken Rosen. Then, with an MBA and some marketable experiences in his pocket, he moved to New York to work as a bond trader, first at Goldman Sachs, then at Bear Stearns, which ultimately wanted him to open its first office in India. The Asian financial crisis foiled those plans, but Advani decided to return to India anyway — even without a job. The time was right for him and the opportunities abounded. Once there, he created a thriving business in Mumbai in the early '90s, advising hedge funds on everything from investments to governance and regulatory issues. The business has taken a big hit in the recent financial crisis, but it is faring better than most of its Indian counterparts. "These are structural issues," says Advani. "The whole world is adjusting down." In the meantime, Advani stays in touch with several of his Berkeley buddies. And, in spite of much work and travel, he volunteers frequently for the MBA admissions office, interviewing Indian applicants. "I received an excellent education, and I feel it's important to give something back," he says. Besides, it keeps him plugged into the frame of mind of the 25- to 30-year-olds and allows him to exchange new ideas, he says. "It's always nice to get a new perspective." Fall 2009 CalBusiness 15
]]>
</paragraph>
</page>
<page pageNumber="18">
<paragraph number="1">
<![CDATA[
Alumni Notes News from Haas Alumni Submit your news online at http://haas.berkeley.edu/alumninotes Haas Alumni Network Partners with Heidrick & Struggles To Tap C-level Advisors The Haas School is among a few select business schools teaming up with executive search firm Heidrick & Struggles to o
]]>
<![CDATA[
ffer a new set of opportunities to senior executives and firms who want to tap the expertise of such executives. CalBusiness met with Lauren Doliva, managing partner of the firm's Chief Advisor Network, to learn more about the partnership. than a full-time position. We also are beginning to see organizations recognize the value of being able to get work done more efficiently by bringing in such business accelerators. Undergraduate 1947 Dick Halliday, BS, writes, "In early July, with wife Lois — also 1947 — I took a great trip to Alaska with eight of the ten other members of our immediate family. Started in Anchorage and then flew to Brooks Lodge to watch the bears fishing in the river and all around the lodge. Fantastic contact with the animals and recommend this to anyone visiting Alaska when the salmon are running. Then we were off for four nights at the North Face Lodge in Denali National Park. Fortunately we had great weather during our stay and on the day we flew out and over Mt. McKinley. Then it was six nights on board a small yacht, a Sikumi, we chartered for the family. Again, great weather and a fantastic time with kayaking in many different areas and real close-ups with whales and other sea animals, lots of birds, and just an all-around unique experience with a great, very knowledgeable crew. Highly recommend this vessel." Q. How do you define senior- or C-level executive? If

it's a Fortune-level company, I would include everyone who has been in the executive suite through divisional leadership roles. Individuals at smaller companies would probably have to have held a C-level position, such as CEO, CFO, or CMO. We are looking for people who have something very specific to contribute to an organization and who are going to be able to make an impact. Q. What is the Chief Advisor Network and how does it relate to the Haas School? It's a select group of pre-assessed former C-level executives who are no longer interested in full-time permanent roles but are eager to still be engaged in business and are interested in taking on short-term assignments with our clients. We're reaching out to Haas and other top business schools that may have alumni who fit our criteria and might be interested in participating in the network. It's an opportunity for those individuals to leverage their experience in business but on a more flexible basis. The value for clients is the wisdom and objectivity they get from these C-level executives, who can come in and make an impact on their organizations in a very short period of time. Companies led by Haas alumni also can benefit from the opportunity to tap this network of advisors to solve talent gaps. Q. What kinds of projects do the executives typically work on? They might serve in a transition or interim role or as an advisor to C-level executives or even founders. Or they might take on a consulting or project role. Q. Can you give us some examples? Our first assignment was for a private equity firm looking for someone to lead a short-term turnaround. We gave them three candidates within 24 hours. They liked one of the individuals so much that they have been wooing him to take the job on a permanent basis, which he agreed to do for the next 21/2 years. We have also just placed a public company CFO to be an advisor for one of our clients in Korea. We also had a very early-stage retail and online client. They were looking for an executive chairman to work two to three days a week helping the founders get things off the ground and raise money. 1950 Loren Hov, BS, of Sacramento, Calif., writes, “After grad school and employment by Stauffer Chemical Co. as a research engineer, I was an inventor and wrote up my own inventions and others for patenting. I was asked to do a study on what made people likely to be inventors (so such could be hired) and I found that they were mostly young, in their 20s, and had not been convinced that it couldn’t be done so they did it, as did I. Although I have another patent in my 40s, I’m now in my 80s and inventing again and Q. Why did you create this network? We started this new initiative to acknowledge the demographic challenge confronting all countries except India. In North America, for instance, Baby Boomers number 81 million, versus 46 million in Generation X. In the near future, there just isn't enough top talent to match the need. But as we see the Baby Boomers cutting back, we don't think they're going to fully retire. We are, in fact, seeing many executives that want to do this, which gives them a more flexible, balanced lifestyle Q. What is the cost? There is no charge to the Haas alumni, or to other qualified members. Our clients pay a fee for our service in developing, identifying, assessing, and matching the right person to the company, the culture, and the objectives of the assignment. To find out more about the Heidrick & Struggles Chief Advisor Network, contact Lauren Doliva at chiefadvisornetwork@heidrick.com. 16 CalBusiness Fall 2009

```
    ]]>
  </paragraph>
</page>
<page pageNumber="19">
  <paragraph number="1">
    <![CDATA[
```

would add to the study that late in life, with broad experience, one can put together several or many disciplines and conceive new correlations that are unique. We (oldies scientists) now don’t care what others say and we may just do. Keep learning and studying and you may have a new creative period much older than you think.” 1952 Keith Brooks, BS, of Walnut Creek, Calif., is a member of the 86th Blackhawk Infantry Division Association. In September 2009, he attended the last reunion of the association in San Luis Obispo, Calif. Earl Goldman, BS, writes, “Living in Rossmoor in Walnut Creek, Calif. Still working as an independent insurance broker. Having fun traveling. Recently been to Russia, China, India, and Africa. Will be 80 in January. Children and grandchildren live nearby.” tech sector, but his business has been in the tank lately, to say the least. In October, Bill’s search for a new contract was interrupted by emergency surgery for the repair of an “acute ’Stanford’ type A aortic dissection.” (He usually omits the “Stanford” part when describing the event.) He was lucky to have survived. The surgeon tells him that only 20 percent make it. He is now doing great, walking, talking, exercising, and generally exhausting himself on a

regular basis. He is rapidly working toward the “normal” state and looking forward to attending his 55th reunion of the Palo Alto High School Class of 1954. His wife, Carole, retired in 2002. She is doing well after recovering from back surgery, which she had shortly after Bill’s emergency. What a way to end 2008! 2009 is much better thus far and getting better day by day. They enjoy spending time with their 18 grandchildren and are looking forward to Cal football this fall. Go Bears! to low-income communities in the countries we served. Since retirement, my main priorities have been to seek the proper advice to devise a financial plan that will sustain a comfortable retirement, find interesting part-time work to stay fit and keep the Alzheimer’s away, and travel as often as we wish. To this end we planned an extended cruise through the Panama Canal, Costa Rica, and the Mexican Riviera in October. From mid-December through mid-January, we’ll be in Ecuador, South America, enjoying part of the Christmas holidays with the grandkids, our daughter’s family, and former co-workers’ families to bring in the New Year!” 1973 James McWalters, BS, see MBA 1975 notes. Fred Sheng, BS, see MBA 1975 notes. 1974 Arnold Nixon, BS, of Petaluma, Calif., is CFO at Icore International, a division of Zodiac Aerospace. He is married to Kassie and has three children, Jenny, Kate, and Maggie. He holds an MBA in finance from San Francisco State University (1981) and is a Sonoma County planning commissioner, a board member of Redwood Empire Chapter of APICS, and a board member of Santa Rosa Manufacturing Group. 1965 Vijay Kumar Pandit, BS, of Mountain View, Calif., is a member of the Board of Advisors of InternetSpeech, based in San Jose. He writes, “I have primarily worked in IBM mainframe area as a software specialist. I also took a break from software for a few years and ran a private import/export business, but I do that on a parttime basis now. I am a grandfather now of a granddaughter born to my daughter, Amba, a UC Davis grad. My son, Jay, also attended UC Davis and San Jose State to get a structural engineering degree. He helped construct Sutardja Dai Hall at UC Berkeley, which contains the Center for Information Technology Research in the Interest of Society. One of the structures which he helped construct received the Platinum Award of Civil Engineering.” 1975 John Lukrich, BS, of Los Altos, Calif., writes, “After graduating I worked for Ernst & Young CPAs. Then in 1990, I became the CFO for a software company started by a Phi Kap brother, Doug Cole. We took the company public in 1993, and for the next 15 years I was CFO for private and public software companies. I am currently the managing partner for AngelRush Ventures LLC, a small venture capital firm in San Francisco. My family and I love to attend Camp Blue every year, third week. I am very proud to announce my eldest daughter, Jessica, was just admitted to UC Berkeley. Go Bears.” 1954 Oscar Erickson, BS, is retired and serves on the YMCA Board in El Sobrante, Calif. Stanley Koo, BS, of San Francisco writes, “Retired 17 years and still enjoying it! Slowing down in traveling though, but my wife and I did go to Toronto, Canada, in June and will be taking a trip to Hong Kong late this year. It will be nice to keep in touch.” Sonny Low, BS 63, with wife, Mirian, on one of their many trips since retiring 1957 Allan Hitchcock, BS, of San Francisco joined Wells Fargo Advisors via acquisition, as a senior vice president of investments. He hails from a four-generation Bear family: brother, Larry Hitchcock, 1960; father, Jack Hitchcock, BS 36; grandfather, Francis Hitchcock, 1912; and daughter, Lisa, via Piedmont High accelerated honors program in 1978. After many years in the investment advisory business, he joins the same firm his father worked with in the 1950s. 1963 Sonny Low, BS, of Chula Vista, Calif., writes, “After 34 years of federal service with the Peace Corps and the US Agency for International Development in Latin America, Washington, DC, and Eastern Europe, I retired with my wife, Mirian, to San Diego County. We spent the first year transforming the house into our ideal retirement abode, getting reconnected with family and friends whom we had neglected while I was out galavanting the world with my very satisfying career as a US Foreign Service officer managing Housing Guaranty Loans and technical assistance to borrowing countries. Our loans financed affordable housing and improved services like potable water and wastewater disposal 1976 After serving on the board of the California Native Plant Society for 13 years (mostly as treasurer), Steven Hartman, BS, of Sherman Oaks, Calif., is focusing his energy on developing a line of iPhone applications in partnership with EarthRover Software. The first apps are “California Wildflowers” and “Sierra Nevada Wildflowers.” Steve is also collaborating with BioHere.com founder Rolf Muertter to incorporate social networking into environmental conservation. Contact Steve at naturebase@aol.com. Steve is the CFO of the Stanley-Lawrence Co., and is the treasurer of the Theodore Payne Foundation, a non-profit southern California native nursery and educational institution. 17 1966 Michael Nitefor, BS, writes, “I have lived in Toronto since graduating. After a very short stint in the corporate world at Colgate Palmolive, I

```
      set out on what has turned out to be an interesting life journey. Entrepreneurial
      dabbling of varying sorts led me eventually to real estate investment. Marriage, two
      children, and all of a sudden I’m 66 years old. The time at Berkeley was wonderful in
      many ways. Many fond memories.” 1958 Wiliam “Bill” Clark, BS, reports he is alive and
      well in El Dorado Hills. He has been a contract recruiter in the high- 1972 David
      Kong, BS, see MBA 1974 notes. Fall 2009 CalBusiness
    ]]>
  </paragraph>
</page>
<page pageNumber="20">
  <paragraph number="1">
    <![CDATA[
      Submit your news online at http://haas.berkeley.edu/alumninotes 1981 Hal Bogotch, BS,
      of Los Angeles, is writing English language arts test questions for a fast-growing
      educational services enterprise, PowerLearningUSA. com, based in Long Beach. His
      wife, Laura Lacamara, is illustrating a picture book for a bilingual division of the
      University of Houston Press. Their daughter, Annalisa, starts kindergarten in a
      dualimmersion, English-Spanish school in September. Jeffrey Eglash, BS, writes, “I am
      working as a senior counsel for litigation and legal policy for General Electric in
      Fairfield, Conn., and live nearby in Weston with my wife, Karen, and sons, Elliott
      and Benjamin.” Alumni Notes 1977 Linda (Owen) Hsu, BS, of Albany, Calif., writes,
      “After graduating from Cal I worked as a program analyst for a San Francisco company,
      designing online programs for their accounting department. When my first child
      arrived I made the decision to stay home with my children. Eventually I decided to
      return to the workforce and at that point made a career change to become an ESL
      teacher. However, my oldest son is currently enrolled in the night and weekend MBA
      program at Haas, so our family is still staying connected with the business program
      at Haas. My husband, who is also a Berkeley grad, and I have stayed connected with
      Cal by opening our home on Friday nights to Berkeley students for Christian
      fellowship.” Eugene reminds me of the Bay Area, with close proximity to the coast,
      mountains, and wineries, not to mention the quirkiness I remember at Berkeley; Eugene
      has that and then some. Plus, Eugene in many ways reminds me of the Bay Area I grew
      up in, before the cultural shift engendered by the impact of the tech revolution. I
      like it. Our challenge is to better commercialize our programs. Any ideas out there?”
      digital market. To view a video of this transformation, visit www.calvaryhs.com.”
      1990 Thomas Leutzinger, BS, see MBA 1997 notes. 1991 Daniel Ciruli, BS, writes, “The
      Bowles Hall Alumni Association will be having its 60th annual Big Game dinner on Nov.
      20 at the Stanford Park Hotel in Menlo Park. Several distinguished Haas alumni are
      expected to be in attendance. Held every Big Game weekend since 1949, this special
      anniversary dinner will have Bowlesmen from eight decades. For more information on
      the event, please contact Dan Ciruli at danciruli@ hotmail.com or 510-336-9151.” 1983
      Steven Peletz, BS, see MBA 1999 notes. 1986 Marc Bruderer, BS, see MBA 1991 notes.
      Barry Geisler, BS, of Potomac, Md., is starting his 22nd year as general manager of
      the Patriot Center, the 10,000-seat arena at George Mason University. Barry is
      married to Meredith Geisler, president of Meredith Communications, a sports public
      relations and communications firm. They have two children, Natalie (16) and Grant
      (9). 1987 Jennifer (Farrell) Guttman, BS, writes, “I continue to run a small tax
      practice while juggling raising our children. I volunteer in Seattle for a women’s
      homeless shelter and I’m on the board of a local women’s club, where I am responsible
      for fundraising efforts for local charities.” 1992 Laura Calaway, BS, is working as
      an independent change management consultant focused on technology projects. She and
      her husband reside in the East Bay and recently celebrated their 12th wedding
      anniversary. 1979 Steven Gomberg, BS, see MBA 1981 notes. 1989 Debbie (Chen) Keesey,
      BS, of Torrance, Calif., who has a law degree from Cornell, is doing estate planning
      for young families and producing eco-friendly bamboo clothing and furniture
      (www.SpunBamboo.com). 1980 Russ Irwin, BS, Sausalito, Calif., is traveling to Japan
      and China in September. He writes, “In November we resume sailing west until it’s not
      fun anymore. More details at www.newmorning.info.” Joann (Martens) Weiner, BS, was
      elected vice president of Community Tax Aid. She is an adjunct professor at George
      Washington University, teaching public economics and a seminar on the financial
      crisis. 1993 Edward Kennedy, BS, was promoted to partner in the San Francisco
      assurance practice of Ernst & Young in July 2008. Ed serves clients Ed Kennedy, BS 93
      in a number of industries, including retail and consumer products, real estate,
      hospitality, and technology, and he is the campus coordinating partner for Ernst &
      Young’s recruiting efforts at Berkeley. Ed moved his home this year to Walnut Creek,
```

where he lives with his wife, Janette, and his two children, Alexa (6) and Andrew (4). Amelia Marshall, BS, writes, “Along with husband, Bill Imler, son, Alan, and daughter, Rosie, we are keeping busy in lovely Oakland. I am a broker-associate with the Prudential California Realty Grand Lake office, and always welcome new business or questions about real estate. Since we are irresistibly close to the Berkeley campus, I spend a few hours per month presenting planetarium shows at the Lawrence Hall of Science. Last year I co-authored a local history book, Oakland’s Equestrian Heritage, part of the Arcadia Publishing Images of America series. Volunteer activities include freelance advocacy for children with disabilities, and membership on the board of directors of the Metropolitan Horsemen’s Association of Oakland.” 18 CalBusiness Fall 2009 Lynn (Warfield) Westbay, BS, began a graduate program in social work with an emphasis in public health at the Brown School of Social Work at Washington University this fall. 1982 Mitch Collins, BS, writes, “I recently accepted a position as president and CEO of the Oregon Center for Applied Science in Eugene, Ore. ORCAS is one of the most successful organizations in the country in obtaining funding under the Small Business Innovation Program of the National Institutes of Health. Our research is focused on developing innovative programs to address a range of public health issues. See www.orcasinc.com. After many years away from the left coast, it is great to be back. In many ways Timothy Wong, BS, moved a private, nonprofit high school into a former, upscale car dealership at the “window of the bay” in Monterey, Calif. He writes, “The architecture and open-floor design of this building complements our unique campus culture stressing the importance of developing authentic relationships while integrating the skills necessary to thrive in a global, 1997 Daniel Abram, BS, writes, “After graduating Haas, I attended Columbia Law School, practiced corporate and real estate law for four years at Weil, Gotshal & Manges LLP in New York, and then switched to the business side Timothy Wong, BS 89, moved a private, nonprofit high school into a former upscale car dealership (pictured here) in Monterey, Calif.
]]>
</paragraph>
</page>
<page pageNumber="21">
<paragraph number="1">
<![CDATA[
Undergraduate doing real estate M&A for two years at Goldman Sachs’ headquarters in New York. Following my great experience at Goldman Sachs, I moved to Israel, where I am currently doing business development for an American/Israeli stem cell technology startup.” 2000 Claudia (Gallegos) Cazares, BS, writes, “I recently had two very important accomplishments take place in my life. No. 1, I welcomed my third child into this world, and he’s a blessing, happy and healthy. No. 2, I was promoted to the position of housing and community development division manager for the city of Fresno. My education at Cal definitely has provided the backbone to the level of planning, research, and analysis that is required of my previous work and now more than ever in my new position. I welcome the challenge in managing a $15 million annual budget and staff to provide safe, decent, and affordable housing for some of Fresno’s poorest families.” planning to graduate by 2011. She writes, “Look forward to reconnecting with some of you.” 2004 Jay Bharadwa, BS, writes, “I proposed to my girlfriend of six years and fellow Cal alum, Savita, on campus the weekend of August 2. Another four Cal alum friends of ours had come with us from New York to Monterey for a wedding, and since we were flying out of SFO we decided to take a day trip to Berkeley on Sunday. Arrived at Raleigh’s (now inexplicably called Manny’s Tap Room -- who came up with that?), then through a series of clues I led her through a scavenger-type hunt to Sproul, Henry’s, Blake’s, and Racha Café — all places that meant a lot to her at Cal. At each stop, one of her best college friends surprised her (separate from the six of us who were there for the wedding) with a drink, favorite appetizer, pitcher of beer, etc. They had come from Los Angeles, San Francisco, or New York, and were matched with the place where they had memories with my girlfriend. The last clue led her to me, where I proposed. Then, with a lot of help from Tenny, Diane, and the rest of the Haas Alumni Relations team, I threw her a surprise engagement Daniel Abram, BS 97, in Israel Kimberly Koo, BS 02 and Michael Iaocovella, at their wedding in May 1998 Jeff Y. Lin, BS, joined the law firm Moss & Barnett in downtown Minneapolis, Minn. He is part of the firm’s energy regulation, communications, and infrastructure practice groups. He joined Moss & Barnett as a law clerk through its joint internship program with Xcel Energy while attending law school at the University of Minnesota and has participated in a number of energy and

telecommunications regulatory proceedings. Prior to attending law school, Lin worked in the accounting and finance fields. Ramit Mizrahi, BS, lives in Los Angeles, having been won over by the city's high energy and abundant sunshine. She is an attorney at Allred, Maroko & Goldberg, where she practices employment law, with a focus on discrimination, retaliation, and sexual harassment. Priscilla Tan, BS, received her Master of Arts in international studies with an international economics focus and China studies minor from the Johns Hopkins University-Nanjing University Center for Chinese and American Studies. For the next several years, she plans on forging a career in China's major cities and becoming involved with the local Haas alumni networks. 1999 Together with her partner and sisterin-law, Lily Dawis, BS, founded and launched an exciting luxury bag brand, Kindle, in Jakarta, Indonesia (www.kindlecouture.com). Lily Dawis' 'Fresh Definition of Luxury' has won fans of her and Sylvia Kolim's custom-made sateen and suede bags. She writes, "At Kindle, we present the unique option of being able to custom-order bags with alternative shapes, and also different zipper and leather treatments. We print our luxurious sateen material with customers' selections from our extensive and fun, in-house designed backgrounds and icons, words and accessories." The company has been featured in Harper's Bazaar Indonesia and Prestige Indonesia. She plans to avail ordering of bags online through user-friendly tools, which will allow more clients from all over the world to experience the excitement of designing and owning their own Kindle bags and small goods. Enter the Haas Cub Photo Contest Send a photo of your child or children wearing Haas Gear to sharma@haas.berkeley.edu. Matthew Daugavietis, BS 02, and wife, Jennifer Seguin 2002 Matthew Daugavietis, BS, of San Jose, Calif., writes, "I married Jennifer Seguin on July 5, 2008, and we celebrated our one-year anniversary. Time flies and we've been enjoying every minute. Jen graduated from the University of Michigan, Ann Arbor, but our future kids will be wearing blue and gold, not that yucky maize color." The cutest photo will be featured in the next Haas Gear ad in CalBusiness, and the winner will also receive a $50 Haas Gear gift certificate. A child in an AIDS orphanage in Lesotho, Africa, wearing his Haas Gear Kimberly Koo Iaocovella, BS, got married in May. She is going to school part-time at NYU Stern in pursuit of her MBA and DON'T HAVE ANY HAAS GEAR FOR YOUR CHILD? SHOP AT: www.haasgear.com Fall 2009 CalBusiness 19

```
    ]]>
  </paragraph>
</page>
<page pageNumber="22">
  <paragraph number="1">
    <![CDATA[
```

Submit your news online at http://haas.berkeley.edu/alumninotes Alumni Notes Anuj Saigal, BS, writes, "Now that I'm back in the US, I've been meeting with startup companies involved in renewable energy, specifically smart grid and solar. This has been a growing interest of mine for the last few years. My eventual goal is to help spread solar panel technologies that have been developed in the US to offgrid communities in India. In many instances, these would be the same recipients of microfinance loans who previously have not had a stable source of light after sunset." Karan Singh, BS, writes, "After working at ZS Associates, a management consulting firm specializing in sales, marketing, and operations, for the past four years in the Bay Area, I have decided to pursue my MBA at the MIT Sloan School of Management this fall. As a member of the entrepreneurship and innovation program, I plan to explore my interest in the 'health. 2.0' space (using the Internet to facilitate information exchange between different stakeholders). While not a fan of the 2.0 moniker, I am excited about the possibilities that a more digitally connected healthcare community could bring. I spent the summer before school trekking through the Himalayan Mountains in India and recently made the move to Cambridge, Mass. Drop me a note if you're in town — would love to connect." 80th anniversary this year, having been founded in November 1929 at the historic de Young house at 1616 California Ave. in San Francisco. More info: sfspinsters. com. Professionally, I am excited to announce that I made the move from Google to Facebook last summer. One of the things I love most about working for Facebook is running into and reuniting with tons of Haas alum undergrad and MBA alumni!" 2009 Negar Adeli, BS, of San Jose, Calif., started working full time for Agilent as a financial analyst in August. He writes, "Spent a month in Iran this summer; it was a great experience visiting friends and family and reliving childhood memories. As far as political issues are concerned, didn't see any protests while I was there, but the atmosphere was definitely different." Conrad Myers, BS, is a Realtor in Berkeley's Claremont

district with Prudential California Realty. He is researching home values, helping clients find a good investment, but more importantly helping clients find the perfect home for their needs and wants. Conrad is an active member on the board of the Haas Alumni Network, East Bay Chapter. He plays electric guitar and leads the 191st Army Rock Band, Weapon of Choice. He is a member of the US Army Reserve, Camp Parks, Dublin, Calif. Nicole Sirivansanti, BS, writes, “After stints in Japan, San Francisco, and Washington, DC, I’m back in Berkeley to get my master’s in public health. Best wishes to all.” 2008 Cole Turay, BS, of Pleasanton, Calif., writes, “Hey fellow Bears, I have moved up in the world. I am now the business operations manager for the educational software company Brainology and am the defensive coordinator for Amador Valley High School’s football team. Hopefully, Cal and Amador’s defenses will remain as stifling as they have been in the past. Cal, without linebacker Zack Follett, and Amador, with me calling the shots, will definitely be keeping me up at night. See you all this season. Go Bears!” Jay Bharadwa, (middle, second row from bottom), BS 04, and fiancée, Savita (on top), at their engagement party on the Faculty Glade reception on the Faculty Glade, complete with the Cal Band (definitely the highlight) — a great day!” Conrad Chi Him Ngai, BS, of San Jose, California, works for PricewaterhouseCoopers. Tom Nemat (Tahamtan Nematbakhsh), BS, writes, “I am the principal attorney at the law firm of Tom Nemat which is located in Irvine, Calif. I focus my practice on estate planning, asset protection planning, business law, and real estate law. If anyone needs any help in those areas, please contact me at tnemat@ nematlaw.com or (949) 3755541. You can view my website at www.nematlaw.com. I am also a California licensed real estate broker and a Realtor. On a personal note, I was married on March 14 at the Ritz Carlton in Laguna Niguel, Calif. We currently live in Newport Beach and are enjoying our time together.” Kourosh Zamanizadeh, BS, of San Francisco, writes, “After an amazing four years at Haas, my classmate Mike Mizono, BS 2009, and I departed for a one-month backpacking trip though Europe. Our first destination was Cannes, France, where we attended my cousin’s wedding and spent the first week of June with friends and family from all around the world in a villa near the Mediterranean Sea. Then our real journey began. We traveled throughout Italy, visiting popular cities such as Venice and Rome. Our planning Serge Vartanov, BS, of Wai’anae, Hawaii, writes, “Aloha fellow Haas alumni! I’ve spent the past year teaching seventh graders in Hawaii about Japanese language and culture through the Teach for America program. I’m very proud to report that my students took to the language like superstars, learning well over a year of high school Japanese, despite not yet being in high school. Despite severe socioeconomic challenges, these kids are showing a true passion for learning and I personally feel that the biggest impact I can make on their lives is to give them firsthand exposure to the language and culture. Thus several months ago I laid the foundation for a two-week educational trip to Japan in the summer of 2010. Please visit http://cmef.org/japanbound2010.html to learn more about (and help support) our trip! A hui hou!” 2006 Gil Demeter, BS, of San Diego, Calif., is an associate at Qualcomm Ventures. Previously he served as an analyst for Piper Jaffray Technology Banking Group. Libby Leffler, BS, writes, “In June I was elected the 2009-2010 president of the 175-member Spinsters of San Francisco charity and social organization. The society is one of the oldest women’s societies in San Francisco and members’ requirements include being a 21- to 35-year-old female college graduate having lived in the San Francisco Bay Area for at least a year. Spinsters of San Francisco is nonprofit by charter and our social events’ proceeds benefit City of Dreams, our chosen philanthropic partner for the year. I am excited to announce that the Spinsters of San Francisco is also celebrating our 2005 Jeff Anker, BS, writes, “I am attending UCLA Anderson for my MBA, and I will be graduating next summer. This summer I was a marketing intern at Electronic Arts in the casual games group. I am hoping to continue working in the video games industry full-time after school.” Mike Mizono and Kourosh Zamanizadeh, both BS 09, during a one-month backpacking trip though Europe 20 CalBusiness Fall 2009

]]>
</paragraph>
</page>
<page pageNumber="23">
<paragraph number="1">
<![CDATA[
MBA could not have been better as I got to spend a day in Florence with my lovely girlfriend whose cruise ship happened to be docked in Port Livorno. Mike and I then explored Spain and even made a short trip to the infamous island of Ibiza in search

of the world's largest dance club. I am now back in California and have started my career as an investment associate at Bailard Inc. I am very thankful to be working with such a friendly, smart, and encouraging group of individuals, including another fellow Haas graduate, Dave Smith, BS 2008, who has been incredibly helpful throughout my training period. I am very grateful for the education and opportunities that the Haas School of Business has provided me." two recent books, Health in the Asia-Pacific Region and Using Evidence To Improve Health Policy and Equity (case studies), plus another in the works on malaria control in indigenous communities in the Mekong sub-region. Public health doc and wife, Keiko, was swamped by the swine flu and is also busy with HIV/AIDS control. Elder daughter, Elise, is a yoga teacher in Colorado, and Lia (8) is a busy second-grader here in Naha. I'm heading back to New York in October for my 50th high school reunion and will stop off to see jazz bassist son, Daniel, in San Francisco, and I'm incidentally looking to trade my solar house in Ashland, Ore., for a place in San Francisco. All possibilities considered!" another term as marketing department chair at SFSU. My extra duties involve managing cuts in classes offered, laying off lecturers, and doing the paperwork for the furlough (9.2 percent pay cut) that affects everyone." 1974 David Kong, MBA, of Castro Valley, Calif., is a senior analyst at Lawrence Berkeley National Laboratory. Previously he worked at ProBusiness, Aspect Communications and SBC/AT&T. 1975 1975 35th MBA REUNION 9 N N REUNION APRIL 23-25, APRIL 23-25, 2010 L vices markets. We do strategy consulting with supporting market research, hands-on competitive evaluations of enterprise software products in our own laboratory, and venture financing services with the objective of helping young companies and entrepreneurs raise venture capital through our network of VCs and angel investors. We also help in sharpening their VC pitches and business plans to increase chances of getting funded with improved valuations. If anyone wants to get in touch with me, please send an e-mail to jay@strategicfocus.com." James McWalters, MBA, writes, "I retired from Citibank after 25 years (my last position was managing commercial banking in California and Nevada) and accepted a position with DBS Bank headquartered in Singapore. I was installed last year as general manager for the US Agency in Los Angeles. I will assist the bank with US expansion plans during the next several years. On a personal note, my son, Michael, who was a toddler while I attended school, is now married with two daughters. He is a general dentist and his wife, Yong Moon, a professor at UOP. My second son, Alan, who arrived a year after graduation, married Ms. Brooke Kemp this month in Maui. He lives and works in Dallas for an alternative energy firm as a senior financial analyst. My daughter, Christina, just finished college and is engaged in medical equipment sales. I still live in Orange County and enjoy working with the OC Haas Alumni Chapter." Max Oliva, MBA, of San MBA 1960 50th MBA REUNION APRIL 23-25, 2010 1965 45th MBA REUNION APRIL 23-25, 2010 1966 Theodore Lee, MBA, of Las Vegas, Nev., is a member of the Board of Governors of the East West Center in Honolulu, Hawaii. Jose, Calif., writes, "My book, Beatitudes for the Workplace, (Novalis, Toronto; 23rd Publications, U.S.) was published in May. It is available in the US through Twenty-Third Publications (800-321-0411). Using the beatitude format and personal stories from men and women in the corporate world, I explore eight virtues and their connection to the workplace. It is also available on Amazon.com." Fred Sheng, MBA, retired in 2004 after a long career in corporate relocation and international assignment management. Life is now spent traveling (mostly in Asia) and living part-time in Kona, Hawaii. He is on the steering committee for the Asian Art Museum in San Francisco, focusing on upper-level member benefits and recently began training to be a storyteller for school groups visiting the museum. Steven Weinzimmer, MBA, of Moraga, Calif., is vice president of New York Life Investments. He writes, "I have three children. My older daughter, Elissa, is 24 and works for the Skirball Museum in Los Angeles. She graduated from USC in 2007. Lauren and David, both 21, are seniors, respectively, at USC and Cal." 1973 James Eaves, MBA, a Department of Army civilian manager, was selected for, and is currently attending, the prestigious National War College at historic Fort McNair in Washington, DC. The 10-month program will result in the award of another master's degree and a new, higher level position within the Army. Former graduates of the National War College include Colin Powell and Sen. John McCain. Previously Jim served 20 years as an officer on active duty with the Army, stationed in Europe, Asia, and Africa. His parents, Pat, BA 48, and Jackson Eaves, BS 47, still live in the Bay Area and are involved with Old Blues and the Haas School of Business. 1976 Graham Covington, MBA, is director of Minds Matter of Portland, a New York-based allvolunteer, nonprofit academic mentoring program for highly motivated, economically disadvantaged high school students who aspire to a four-year college or university.(www.mindsmatter.

```
org/portland). He is president of Grease Consulting LLC, management coaching to
reduce organizational friction and increase competitive advantage.(www.
greaseconsulting.com), and a jazz pianist with After Six jazz trio playing jazz
standards from the Great American Songbook on the West Coast. (www.aftersixjazz.com).
Theodore Lee, MBA 66, with family Jay Prakash, MBA, of Livermore, Calif., writes, “I
started my career at SRI International in the Menlo Park office as a management
consultant primarily engaged in corporate strategy work. Since 1986 I have run my own
consulting practice called Strategic Focus (www.strategicfocus.com,
http://www.linkedin.com/in/ strategicfocus) focused on IT, enterprise software, and
ser- 1970 40th 1970 40th MBA REUNION 9 REUNION N APRIL 23-25, APRIL 23-25, 2010 L 0
1971 Steve Fabricant, MBA, writes, “I’m still enjoying the lovely people and relaxed
life in Okinawa after five years. I stay busy gardening and doing some writing for
the World Health Organization, including William Perttula (Bill Pete), MBA, of
Piedmont, Calif., writes, “I am back for Fall 2009 CalBusiness 21
]]>
</paragraph>
</page>
<page pageNumber="24">
<paragraph number="1">
<![CDATA[
Submit your news online at http://haas.berkeley.edu/alumninotes Alumni Notes 1978
Jerry Butzer, MBA, writes, “Starting in September, I took a position as an
acquisitions partner at Newport Bay Private Equity in Dallas/Fort Worth to acquire
and finance commercial real estate and motion-picture projects. Just returned from a
two-year strategic private equity assignment throughout China to acquire large
private, non-state-owned, Chinese companies on behalf of a prominent Shanghai-based,
Goldmanenhanced private equity fund in the solar energy, coal, agricultural
production, and real estate development industries. Returning to LA in 2010 to
executive produce a sequence of motion picture projects given the green light.”
afraid to visit Napa Valley — the traffic isn’t bad except during commute hours, and
there are plenty of excellent wines for all occasions and pocketbooks.” public
education and serves on the board of Super Stars Literacy, which strives to improve
early literacy among underserved Oakland youth. 1985 1985 25th MBA REUNION 9 REUNION
N N APRIL 23-25, APRIL 23-25, 2010 L Mauri Schwartz, MBA, president and CEO of Career
Insiders, is proud to announce that her firm is moving to new offices at 180 Mauri
Schwartz, MBA 85 Montgomery Street, Suite 2200, in San Francisco’s Financial
District. Career Insiders provides consulting services to job seekers, successfully
coaching senior level professionals to attain their next position. She writes,
“Please come by and say hello.” 1981 Dave DePuy, MBA, of Los Altos, Calif., joined
SunPower Corp. He is helping to enhance their North American dealer network. 1983
David Pieper, MBA, of San Francisco, writes, “Every quarter century I come to
Berkeley to work on a graduate degree. After getting my MBA in 1983 and working for
Hewlett-Packard for nearly 25 years, I came back to UC Berkeley in 2008 and am just
starting my second year of the PhD program in geography.” Bruce Shepherd, MBA, is the
managing partner of the San Diego office of Latham & Watkins LLP, one of the world’s
premier, full-service business law firms. Shepherd’s practice focuses on real estate
finance and development, joint ventures, and other debt and equity real estate
financing vehicles. Shepherd is a member of the board of directors of the San Diego
Economic Development Corporation, Big Brothers and Big Sisters of San Diego, and of
the Century Club (which hosts the annual San Diego PGA golf tournament). Shepherd
also is a publicly elected member of the school board for the Coronado Unified School
District. Steven Gomberg, MBA, writes, “For the past three years I have been living
in Bangkok and working with renewable energy project developer Asia Biogas Company
Ltd., www.asiabiogas. com. We build power plants that employ a biological process to
convert organic wastewater into natural gas and electricity. The projects clean the
water and reduce greenhouse gas emissions and are profitable without government
subsidies. As finance director I am responsible for corporate development, finance
and accounting, and a lot of general management throughout our operating region of
Thailand, Indonesia, Vietnam, The Philippines, and Malaysia. Living here and building
a business has been quite an adventure.” 1986 Michael Yinger, MBA, of Parker, Colo.,
writes, “I’m involved in a new startup that I want to share with all of you. We have
launched WingSpread, a human capital management company (www.wingspreadco.com) with
the intention of becoming the new standard for matching people to work. We use a SaaS
technology to support a methodology built over 30 years of field experience. We were
selected to present at the NYC Venture Summit in June (one of the 50 top innovators)
```

```
and we are now pushing into three exciting markets: mid-market corporations, growth companies, and the individual space (providing a new 'job passport' to help job seekers differentiate themselves from the crowd). If you're interested in learning more or perhaps participating, reach out to me at myinger@wingspreadco.com." 1980 1980 30th MBA REUNION 9 0 REUNION N N APRIL 23-25, APRIL 23-25, 2010 L Michaela Rodeno, MBA, writes, "First, I was honored to be one of the keynote speakers at the Haas Women in Leadership conference this spring. Many attendees told me they were inspired to hear that a successful career can be at least in part serendipitous. The planned (not everything I do is ad hoc) orderly transition from CEO to semi-retirement having gone well, as of August I am a month into what feels like a lovely vacation! After 37 years of building Domaine Chandon and then St. Supery into respected Napa wineries, I can now enjoy the morning paper over a leisurely cup of coffee. Friends either envy my freedom or refuse to believe I'm not pining to come back to work. But I am working — just part-time. Serving on corporate boards is challenging and satisfying, and even pays reasonably well. I'd like to add one more board to my director slate (not ready for nonprofits yet, thank you), which currently includes the boards of Silicon Valley Bank and Skalli Corp dba St. Supery Winery. A focus on consumer goods/services would be interesting. Oh, and don't be John Lo, MBA, of Hong Kong, co-authored a book entitled, Angel Financing - Principles and Practice for Investors and Entrepreneurs, published in Hong Kong in June 2009. The book is in Chinese, and John is now working on an English version. John, qualified in both Hong Kong and California, is a partner with the Hong Kong office of King & Wood, the leading PRC law firm headquartered in Beijing, China, and focuses on corporate, M&A, and private equity matters in cross-border settings. Lisa Lomenzo, MBA, is a program officer at S. D. Bechtel Jr. Foundation in San Francisco overseeing grants for general education and also part of the STEM team (Science, Technology, Engineering and Math). She married fellow MBA student William Zarit, MBA, is the Minister Counselor for Commercial Affairs at the US Embasssy in Beijing. 1984 Mary (Peggy) Bush, MBA, of Oakland, Calif., writes, "I am changing, just like everyone else I know. The nonprofit that I directed closed for lack of funding in May of this year, after 25 years of real good work. I have a legal practice that is significantly business based. The advice and the issues are focused on business issues: strategic, personal coaching, and legal audits that evaluate the value and cost of the services in the market. There is a corner of my heart and practice that is reserved for elder abuse cases. My children have launched and returned. We are all looking forward to a re-launch. I'm feeling better than ever before." 1987 Pamela Moraga, MBA, writes, "I live in the Washington, DC, metro area where I support the national secuPamela Moraga, MBA 87 rity market with ManTech International. As the current director of human capital transformation, I hope to John Holmgren, MBA 81, and has three daughters, (22, 24, and 26). She has enjoyed a long career volunteering on behalf of private support for 22 CalBusiness Fall 2009
    ]]>
  </paragraph>
</page>
<page pageNumber="25">
  <paragraph number="1">
    <![CDATA[
      MBA make an impact on the people programs here. My husband and I enjoy traveling the world and have plans to cruise Australia and New Zealand next year." Tentatively titled, For Better, For Worse, the book explores the influence that women absorbed from the presence or absence of their fathers. The second book in his series will focus on 50 of the world's most successful and universally regarded women, and their fathers' influence. The third will look at motherless daughters and fathers. Nominations for interviews are still being accepted for all three works. They can be submitted to kevinrenner@mba. berkeley.edu. 1991 Marc Bruderer, MBA, writes, "After 20 years in the corporate America grind of commercial insurance, advertised toys, Hollywood entertainment, and licensing, I fiddled with the dotcom world of the late '90s with several startups that broke even and then went back to Corporate America. After years of that we discovered we want each other, meaning family, and I landed at a place three years ago I call home: Conscious Living Ventures. I am a partner to an angel fund, and I am the incubator that starts up entrepreneurs into their dream companies. I build them up so they can fly in the Corporate America world. We have three, almost four, companies with the intention of making the world a better place. Meanwhile, I have been blessed with a wonderful wife, Caroline, whom I met at my 20th high school reunion seven years ago. We have been married five years with a 4-year-
```

old, Luke, and 2-year-old, Mason, not to mention my star athleticscholarship son Nate (11) from my previous marriage. Life is good. Sold our home in Irvine and settling down at the top of the world in Laguna Beach, Calif. God bless Granger, YITBOS, and Go Bears!" 1992 Wayne Hamra, MBA, writes, "After teaching full time in the Faculty of Business Administration at Mission College (Thailand) for six years, I was asked to become the vice president for academic administration in 2008. Earlier this year, the Thai Ministry of Education granted us university status, an important milestone in the institution's development for which we are very thankful." Ross Ellis, MBA 88, with son, Duncan, and wife, Johanna, and in Philadelphia 1989 Charmaine Clay, MBA, writes, "I live with my wonderful husband of 23 years, Scott Willis, in Piedmont, Calif. We have two fantastic kids, Austin (12), and Sydney (9), who keep us very busy. We just got three Charmaine Clay, MBA 89 calico kittens — Boots, Sparrow, and Lucky. I am a senior vice president for Wells Fargo in merchant services where I run the relationship management, marketing, market development, and learning groups. I am also on the Enterprise Diversity Council, supporting the creation of Wells Fargo's diversity strategy." Dirk Hofer, MBA, writes, "I have been enjoying life in Paris for over two years leading SAP's Global Business Operations for the SME Market. Paris turns out to be a great hub to explore many archeology sites around Europe, which has become my favorite leisure time activity. I started with Egypt in January and worked my way up to spectacular sites in Turkey and Greece in April and then on to Pompeii and Rome, covering 1700 BC all the way to 400 AD in just six months!" 1988 Ross Ellis, MBA, writes, "In July we made the move away from south Florida and moved to eastern Pennsylvania, near the historic areas of King of Prussia and Valley Forge. Miami was kind to us in terms of never having to turn on the heater, playing sports 12 months a year, and enjoying the outdoors, but the humidity and lack of hills helped motivate us to move north. As it happened, my old firm offered me a job to return, so we are now living in a great house in the woods surrounding Valley Forge Park close to the same old neighborhood we used to live in, and we love it! Looking forward to the fall colors and sledding in the winter! Murali Subbarao, MBA, of Saratoga, Calif., writes, "Billeo recently won the 2009 Codie and American Business Awards for 'Best eCommerce solution.' On a personal note, I looked forward to visiting the campus as a Cal parent in October. Our son, Anirudh, is now a sophomore at Berkeley. He plans to major in environmental economics and energy resource management." Kevin Renner, MBA, of Portland, Ore., attended the B2B Marketing Strategy executive program at Kellogg, and has launched B2B Market Strategies (B2BMarketStrategies.com). The firm works with emerging B2B companies on a consulting, part-time, or interim executive basis. He also is authoring a book based upon interviews with 50 women from around the world. Sandra Fox-Sohner, MBA, writes, "Since graduating, I founded HighTech Business Decisions, a consulting company serving the biotechnology and pharmaceutical industries. I am now semi-retired, having sold the company so I could spend more time with these darling grandkids." h 1990 1990 20th MBA REUNION 9 REUNION N N APRIL 23-25, APRIL 23-25, 2010 L Frank Hundley, MBA, of Bridgewater, N.J., has attended numerous Haas and Cal events in New York and continues working as a financial advisor at Merrill Lynch in New Jersey. He writes, "Helping clients weather the financial maelstrom has made my job very rewarding in spite of much pain in the markets and economy." He was elected to the Rutgers University Board of Trustees for a six-year term, which began July 1. Bruce Tolley, MBA, is vice president, corporate and technical marketing, at Solarflare Communications in Irvine, Calif. Solarflare is a fabless semiconductor company delivering the next level of high-performance 10-gigabit ethernet." 1993 Brian Kaplan, MBA, was promoted to vice president of development and marketing at the Silicon Valley Education Foundation. SVEF improves public education across the region and is focused on ensuring students graduate from high school prepared for success at a post-secondary institution (trade school, community college, or university). SVEF runs programs for students and teachers, conducts research, convenes stakeholders, and seeks to influence public policy to improve the quality of public education. Check out www.svefoundation. org to learn more. Brian can be Floris Van den Broek, MBA, writes, "We moved back to Amsterdam after almost three years in Paris. Eva and the kids (9,7, and 4) loved it there. I just changed jobs and became CEO of a technology investment fund." Kevin Renner, MBA 88, with his daughter, is working on a series of three books about fathers and daughters. Fall 2009 CalBusiness 23

```
    ]]>
  </paragraph>
</page>
<page pageNumber="26">
```

<paragraph number="1">
<![CDATA[

Submit your news online at http://haas.berkeley.edu/alumninotes Alumni Notes reached at brian@svefoundation. org for anyone looking for ways to support public education. Melissa Kelley, MBA, writes, “This spring, KRCB Public Radio and Television hired me to write a grant to the National Endowment for the Arts to participate in The Big Read. The NEA funded our request, and KRCB subsequently hired me to coordinate the project. In April 2010, all of Sonoma County will join together to read The Adventures of Tom Sawyer and enjoy fabulous programs, including river and campfire outings in our regional parks and a recently discovered play by Mark Twain called Is He Dead?” upset. The other memorable thing was our own adult relaxation. The ship’s crew really makes you their No. 1 priority, and you can literally leave your concerns about everyday and work related items at the dock. The food, drink, and entertainment of course is legendary, but the lasting memories will revolve around my children’s fun times and the peace and relaxation that Celeste and I were able to enjoy. Best regards, Nick, Celeste, Nico (13), Andreas (11), and Mariana (9).” Eric Browne, MBA, writes, “After a few years in Boston, I’ve moved back to Seattle to do another software startup. Check out www.smartsheet.com to track any type of work, improve team collaboration, and tap into the power of crowd-sourcing. Met up with Rob Nicholson, MBA 95, in March for a few days of skiing at Whistler. Hoping to make it to reunion next year. Would love to hear from anyone who’s passing through Seattle.” 1997 Damien Dallemagne, MBA, of Brussels, Belgium, writes, “This summer, my wife, Anne-Pascale, and I wanted to show our three sons (7, 10 and 12) the marvels of California, where we lived 12 years ago. We were hosted by classmate Francois Jeanneau, MBA 97, and his wife, Daniela, who also have three children of the same age. We all had a fantastic time going back through the Haas buildings, wandering around the streets of Berkeley (not much has changed, except shops seem to be more upscale on College Avenue or Fourth Street), playing tourists again in San Francisco, or hiking in the wilderness of Yosemite. We also had the chance to meet classmate Wens Gerdyman, MBA 97, his wife, Angeline, and two children, who showed us around their place in Los Altos. PS: Watching Francois as he was kitesurfing in the Berkeley Marina, I decided I would try the same after returning to Belgium. Could take me some time to acquire his skill level, though.” Keith Hoang, MBA, of San Francisco, writes, “I picked up sailing this year. I received my Bareboat certification and am now working on my Coastal Passage Making certification. Please feel free to drop me a note if you would like to sail or charter share a sailboat.” Palmer Jackson, Jr., MBA, writes, “I am beginning my third year with a tech startup called Cogi (www.cogi.com). Needless to say, we picked an interesting time to start a new company, but things are going well. My son, Austin, who was born while I was in my second year at Haas, is now 14 years old. I have two other boys, Trey and Bryce, (12 and 7). All is well here in Santa Barbara. Finally, I’ve been playing a lot of music with fellow Haas-mate, Tom Brigham, MBA 94.” Brian Liddicoat, MBA, of Corralitos, Calif., and his wife, Zenaida, welcomed their second child, Siena, into the world last August. Brian is happily practicing real estate law in the Bay Area. 1994 Art Altman, MBA, manages research in energy derivatives risk management at the Electric Power Research Institute in Palo Alto, Calif. He is studying the effects of stochastic power generation, such as wind and solar, on portfolio financial behavior. Anyone sharing interest in energy and finance can contact Art at aaltman@epri.com. Morris Noble Jr., MBA, CFA, joined Northern Trust as senior investment officer for Northern California. Morris lives in San Anselmo with his daughters, Caroline (11) and Sally (8). 1996 Michael Asher, MBA, of Palo Alto, Calif., writes, “Despite the rough economy, things are going well. I am currently the CFO of an exciting young software company called Greenplum in San Mateo. My wife, Jill, and I celebrated our 10-year anniversary earlier this year. We have two daughters, Julia (9) and Emily (7), who are still happy to see me when I walk in the door. I’m trying to enjoy this while it lasts, as I’m assuming all this will change when they are teenagers!” Mark Beckford, MBA, writes, “I’m back in the workforce after taking a year off after a threeyear assignment in China. But as vice president of global business development for NComputing, I’m finding myself in China a few weeks every month as I develop a market entry plan for the company. Gabe enters middle school, Jon’s in the third grade, and Jake starts the first grade. I lose my toothbrush a lot as I’m bouncing between my home in Folsom, corporate apartment in Redwood City, and China.” Alan Xusheng Yao, MBA, writes, “After graduation I came back to China and joined the Sinar Mas group in its real estate division of China. For five years in the real estate section, I participated in several projects in Shanghai. Later in 1999, I was

```
      transferred to Asia Pulp and Paper Co. in the same group, took the positions of CFO
      and CEO, and managed USD 10 billion assets until I left the group in 2005. Since
      then, I started my own real estate company and have been developing residential,
      retail, and hotels in the city called Suzhou, which is 50 miles from Shanghai. My
      email address is yaoxusheng62@126.com, and I welcome you to contact me." Nick
      Guerrero, MBA, Santa Cruz, Calif., writes, "My wife, Celeste, our children, and a
      total of 23 Deck family grandparents, parents, and children left on a week-long 50th
      wedding anniversary Alaskan cruise in July. This was our first family cruise. It was
      really outstanding. The environment, including the glaciers, the bald eagles, and an
      occasional bear and porcupine, was quite spectacular, but what really made the event
      special was the laughter of children. There were 13 children ranging in ages from the
      youngest, our daughter, Mariana (9), to the oldest, nephew Phillippe (15). The
      children really kept themselves busy the entire trip and there were minimal sour
      faces or Damien Dallemagne, Francois Jeanneau, and Wens Gerdyman, all MBA 97 Wens
      Gerdyman, MBA, of Los Altos, Calif., writes, "I continue to do independent consulting
      to help businesses develop, launch, and revamp their products. With my partners, I
      also provide online marketing advice, especially for e-commerce companies. So far so
      good. I am enjoying the challenge of finding new business and the flexibility that
      working for yourself allows. This summer Angeline and I hosted classmate Damien
      Dallemagne, MBA 97, and Anne-Pascale Dallemagne on their visit to California with
      their three boys. We had quiet fun sharing personal stories and watching the children
      get know each other. We had a barbecue dinner at 1995 th 1995 15th MBA REUNION 9 N
      REUNION APRIL 23-25, APRIL 23-25, 2010 L Francois Jeanneau's, MBA 97, who has
      remained 24 CalBusiness Fall 2009
    ]]>
  </paragraph>
</page>
<page pageNumber="27">
  <paragraph number="1">
    <![CDATA[
      MBA in Berkeley with his family since graduation. We talked about how proud we are of
      our Capstone teammate and now energy entrepreneur/rock star John Woolard, MBA 97, who
      gave the 2009 commencement speech. I would love reconnect with as many classmates as
      possible. Please email me at wens@ FitToMarket.com" 1999 Steven Peletz, MBA, became
      chair of the Development Council for the Haas School July 1. In that volunteer role,
      he is happily working with a broad range of bright, energetic, and dedicated alumni
      and Development and Alumni Relations staff to foster higher levels of giving back to
      Haas, recruit energetic and committed volunteers, build a solid fundraising platform
      that will make giving easier to do, help volunteers and alumni understand the
      compelling business case for giving, and make the process of volunteering fun,
      rewarding, and inspiring to those willing to pitch in. Contact Steve for information
      about the fundraising effort. At work, Steve continues to help clients buy, sell, and
      invest in real estate in San Francisco while he invests in residential real estate
      himself. At home, Steve and his wife, Kyra, continue to enjoy raising their two
      children and travel intermittently. 2000 2000 10th MBA REUNION 0 REUNION N N APRIL
      23-25, APRIL 23-25, 2010 L Melissa (Cardenas) Konin, MBA, "As a former colleague
      recently wrote, I 'picked a fine time to find inner peace.' In 2003, having decided
      to more fully pursue the Zen Buddhist practice I had been doing for 15 years, I began
      to get involved with San Francisco Zen Center. One step followed another — taking my
      lay vows, moving into the temple in the City, quitting my job to practice full-time,
      and in late 2006 moving to a monastery in Japan and receiving priest ordination. Now,
      back at the temple in SF and two and a half years into my monastic training, I'm
      taking up the role of priest and chaplain in an urban environment. I hope to ease the
      suffering of the world (including my own), and I can offer the teachings of
      meditation and mindfulness for free to the Haas community and to everyone. Still,
      donations would be greatly appreciated!" Thomas Leutzinger, MBA, is starting a
      commercial photography business in Los Angeles for advertising firms.
      leutzingerphotography@earthlink.net. MBA 01 classmates Emily Miller, Mourtaza Asad-
      Syed, Sadaf Roshan, Edmund Bellord, Patrick DeNeale, Mark Brown, and Rob Weinberg at
      the wedding of Bellord and Sadaf Roshan in France 2001 Emily Miller, MBA, attended
      the lovely wedding of Edmund Bellord, MBA 01, and Sadaf Roshan. They were married
      June 20, 2009, in the Auvergne region of France. 1998 Jeff Marshall, MBA, of Oakland,
      Calif., serves as CEO of Brightstorm, an online education company targeting high
      schoolers with a new free math help offering. He writes, "Everyone in the family —
      Jeanette Gurmendi, MBA 98, Olivia (entering first grade), and Junior (entering second
```

year of preschool) — is doing great." Piyush Sevalia, MBA, of Saratoga, Calif., is vice president of marketing at SiTime, the leader in MEMS-based timing solutions, and married with two children "who teach me new perspectives on life every day." Deepak Murthy, MBA, married and wrapped up law school and medical school in record time. He writes, "Looking out for venture capital seeding. Willing to share details along with complete career progression after the MBA from Haas." R.J. Schembs, MBA, of Lafayette, Calif., enjoys work at Viasyn, which supports developers, owners, and operators of utilityscale renewable energy facilities, which includes rubbing elbows with Sam Enoka, MBA 99, on a daily basis. He writes, "If you're ever in San Ramon, give us a shout." Sara Olsen, MBA, of San Francisco, is celebrating the eighth year of her company, SVTgroupnet, ensuring clients know and manage their environmental and social impact. Miguel Tam, MBA, of Redwood City, Calif., writes, "It's been almost one year since I started TopSprout, a marketing consulting firm that helps companies launch new products and succeed in the marketplace (www.topsprout.com). I've been fortunate to work with a number of interesting companies and have learned a whole lot in the process. I've also done some pro bono work with the Taproot Foundation, an organization that links marketing professionals with non-profit agencies — a great idea and I look forward to more projects with them. Consulting has been very rewarding, and the biggest plus is that I've been able to use my more flexible schedule to spend more time with Sofia (9), Jackson (7), and, of course, Wendy. It's amazing how fast the kids have grown up, and I'm glad that I can be a bigger part of it. Before I know it, they'll be wanting to apply to Haas!" Nicholas Turner, MBA, Megan Minich, Rachelle Diamond, Cagla Erdogan, and Jeanne Washington, all MBA 00, on their "Sex and the City Croatia-style" vacation Tanya (Shaw) Steinhofer, MBA, writes, "After almost five years at a large, San Franciscobased independent wealth management firm, I recently launched my own financial planning firm, Redwood Grove Wealth Management (www.redwoodgrovewm.com), focused on comprehensive financial planning for women and families with young children. Although the timing is a bit questionable (worst recession since the Great Depression), the direction feels right and momentum is strong. Other than that, I'm enjoying having a bit more flexibility in my life to spend time with my husband and two rapidly growing young children, Brendan and Ashlyn. We're enjoying being located in Mill Valley once again, with good schools and temperatures a few degrees warmer than San Francisco." Megan Minich, Rachelle Diamond, Cagla Erdogan, and Jeanne Washington, all MBA, spent an exotic weekend in May together. She writes, "Sex and the City Croatia style! We flew in from all corners of the earth (Istanbul, Paris, San Francisco, and Delhi, India) and spent three days in Dubrovnik, Croatia enjoying time on the beaches, kayaking with dolphins around nearby islands, swimming in the Adriatic, and eating, drinking, and celebrating at beachfront restaurants. We can't wait to see everyone at the 10th!" writes, "My wife and I welcomed a baby boy, Elliot, into the world last September. We're still living in San Francisco, where I'm covering technology as an editor for Bloomberg News." Peggy Wu, MBA 01, with son, Kadin, and daughter, Lilia Peggy Wu, MBA, writes, "Our son, Kadin Wu Wheeler, arrived strong and healthy April 16. He is super sweet and content — and very big. Lilia, the ever-spirited girl, seems to enjoy her big sister Fall 2009 CalBusiness 25

```
    ]]>
  </paragraph>
</page>
<page pageNumber="28">
  <paragraph number="1">
    <![CDATA[
```

Submit your news online at http://haas.berkeley.edu/alumninotes Alumni Notes status. This month we are moving from South Beach to 11th/Lake in San Francisco, trading in ultraconvenient urban living for a more peaceful, kid-friendly neighborhood. I still enjoy my work at Mellon Capital as product m

```
    ]]>
    <![CDATA[
```

anager while John remains a senior credit analyst at Wells Fargo's international banking group. Visitors and out-oftown guests are always welcome at our home. Contact me at wu_ peggy@yahoo.com." tice of diabetes teamwork in the country. Another objective is diabetes prevention currently targeting at the most difficult group, working people Tanya in metropolitan (Himathongkam) Vannapruegs, area. The work MBA 02 is fun and fulfilling, and we recently established ties with international foundations and received grants from the World Diabetes Foundation. The easy key message is diet control and be active." Marcelo Vásquez, MBA, writes, "We launched

our first TEDx event in Chile with a group of friends called TEDxPatagonia. It was a great evening of inspiring stories and great networking. Marcelo Vásquez, You can check MBA 02 our website at http://www.tedxpatagonia.com (in Spanish).” 2002 Jill Alvidrez, MBA, of Palo Alto, Calif., writes, “Our Alvidrez family has been growing. We have Zev (5), Ari (3), and now Talia (4 months). Soon I return from maternity leave to Google, where I manage some of Google’s key outsourced relationships in finance. Warm hello to everyone!” On Sept. 13, Cindy Karasick, MBA 02, was married to Marc Sherman in Chicago. The couple currently lives in Chicago. Cindy will be changing her name to Cindy Karas Sherman. 2003 Christine Connett, MBA, of San Francisco, writes, “I was married to Wes Gutknecht on July 3 on the beautiful north shore of Oahu. We recently returned from our honeymoon in the Maldives, Java, and Bali, where I continue to work at Old Navy as a director in inventory management. The wedding was attended by a number of Haas classmates, including Trevor married fellow Cal Bear, Christine Chen (BA, 90 English) on August 1 in a beautiful ceremony at Alki Beach in Seattle, Wash. They honeymooned in Bali, Lombok, and Singapore. The good fortune doesn’t stop there. Supporting the Oxen belief that the road to success involves hard work and scrupulous behavior, Velazquez just received two prestigious awards: The National Society of Hispanic MBAs (NSHMBA) awarded him the 2009 Brilliante Award for Excellence. Velazquez serves as president of NSHMBA’s Seattle chapter, which he co-founded. Velazquez will be recognized at the Brillante Awards Gala during the NSHMBA 2009 Conference and Career Expo on October 10 in Minneapolis. The Puget Sound Business Journal just named Velazquez as one of its “40 Under 40” top business and community leaders for 2009, highlighting his work with NSHMBA, as well as his role as senior product planner for Microsoft’s Xbox team. Finally, to top off the first half of the year, Richard won first place at the Northwest Dance Extravaganza Jack ’n’ Jill Salsa Competition April 4 in Seattle. He also received a standing ovation after performing a salsa routine with his team, Seattle’s Salsa Salvaje, at the Portland International Salsa Congress, a first for the revamped team.” Richard Velazquez, MBA 03, and Christine Chen, BA 90 (English/Mass Comm), at their Seattle wedding Niandong Wang, MBA, writes, “After living and working in three countries and four cities in the past five years since graduation, I have recently settled my family in Palo Alto (for now). I joined VMware, a Palo Alto-based software company, early this year to manage its partner programs. It’s a fast-growing company and an industry leader in virtualization and cloud computing. My wife, Lingling, will continue to teach students at her private violin studio in Palo Alto, while our daughter, Angelina (9), will be a fourth grader and a GATE student in PAUSD. In addition to our hobbies we picked up when we moved around (downhill skiing from Pacific Northwest, for example), we have now added one more thing to the list: road biking in the peninsula. Perhaps both the gas price and the easily accessible biking lanes all contribute to this new hobby, but life is really good when you are on a bike. When I am not working or biking, I volunteer for Haas in various alumni and school activities. As the co-founder of the Haas Chinese Business Association, I’ve also built up one of the most active professional Chinese communities in North America and China. I can be reached at +1-317-I-AM-WANG (+1-317-4269264) or niandongwang04@mba. berkeley.edu.” Prasad Saggurti, MBA, of Sunnyvale, Calif., writes, “Lakshmi and I celebrated a graduation recently. Medha and Pavan, our 5-year old twins, graduated from preschool. Prism Circuits (aka the best darn Interconnect IP company) at which I was running marketing and sales has recently been acquired by MoSys (which by definition now becomes the best darn Interconnect IP company). My gig remains the same.” 2004 Brian Leslie, MBA, writes, “Anna and I welcomed our second little boy, Liam, April 2. Mom and baby are doing great and Roan, who will be 3 in October, is really enjoying being a big brother. I’m still with Deloitte in Seattle working in the finance practice.” Caroline Lew, MBA, married Adam Wolf, MBA 04, in Portland, Ore., Sept. 6. The happy couple will reside in the Pacific Northwest. Adam works for Microsoft, and Caroline works for Nike. Daughney, Sonali Rohagti, Andrew Yee, Masae Otsuka and Miriam Tai.” Jay Jung, MBA, of Seoul, Korea, writes, “I am very happy and honored to visit Haas for recruiting again this year as recruiting manager for Samsung Global Strategy Group, in-house consulting agency and leadership program in Samsung group. I hope more Haas alums would come to Seoul and find great opportunities in GSG. Go Bears.” Tanya (Himathongkam) Vannapruegs, MBA, writes, “Apart from running the operation at Theptarin Hospital (specialized in diabetes and thyroid diseases) in Bangkok, Thailand, I’m very active in philanthrophic work at the Foundation for the Development of Diabetes Care which is wholly supported by Theptarin Hospital. Work mainly involves trainings for medical personnel from everywhere in Thailand, aiming at expanding the concept and prac26 CalBusiness Fall

2009 Justin Rietz, MBA, of Cupertino, Calif., writes, “I just started a new job at Ask.com as a senior product manager, Partner Network.” Andrea (Kappenman) Sharma, MBA, and her husband, Kanwal, celebrated the birth of their son, Nicolas Russell Sharma, on June 27. 2005 h MBA REUNION 2005 5th MBA REUNION I APRIL 23-25, APRIL 23-25, 2010 L 0 Richard Velazquez, MBA, of Redmond, Wash., writes, “The Year of the Ox is proving to be fortunate and prosperous. He William Buchan, MBA, of Union City, Calif., writes, “Since its start in 2004, my consulting
]]>
</paragraph>
</page>
<page pageNumber="29">
<paragraph number="1">
<![CDATA[
MBA firm, Market Potential Inc., which focuses on business strategies in energy and environment markets, has blossomed into a steady sustainable business supporting startups and established organizations with developing new cleantech initiatives. A major focus for the firm is developing partnerships in biofuel technology development for NASA Ames Research Center.” Marcel Roche, MBA, of San Diego, Calif., was promoted to director, financial planning, at Illumina, a life-science company dedicated to helping scientists better understand, diagnose, and eventually cure diseases through the analysis of genetic variation and biological function. Sandy (Lii) Wozniak, MBA, writes, “Michael Wozniak and I were married on the fourth of July in Kamloops, Canada, witnessed by 31 family members. We returned immediately to San Francisco to our newly adopted puppy, Twilight Wozniak. We look forward to our pending honeymoon in Napa and welcome classmates and friends to our wedding banquet in Taiwan in February 2010.” Razab Chowdhury, MBA, of Fremont, Calif., writes, “The arrival in May of our daughter, Zoya Imaan Chowdhury, has rounded out the clan. The wife and I are already hatching plans around how Zoya and her two brothers, Zaif (5) and Zareef (2), will become proud Berkeley alumni. Wish the current students, faculty, and administration the best as they tackle the budget crunch.” and use it, have a passion outside the MBA, and finally, enjoy yourself! I hope this helps the new class and they have as much fun as I did in school. Also, very busy indeed with SAMBAA, the South Asian MBA Association. The first Annual Women’s Leadership Network event was in August, a clean-tech seminar in September and our big annual conference in October. We are very fortunate to have an amazing team and able leadership. Check us out at www.sambaa.org.” Also actively investing in and marketing Bulldog Gin, a new brazen breed of gin, promised to capture a new generation of gin drinkers. Bulldog Gin is currently sold in the New York City area, as well as London, Paris, and Barcelona. Bulldog Gin is where Skyy Vodka and Grey Goose were in the late ’90s and is ready for success. More details can be found here: www. bulldoggin.com. Here’s hoping to a better economy for all of us!” Angela Dorsey, MBA, married Nicholas Kockler, PhD, Sept. 5 in Laguna Beach, Calif. Angela works as brand manager for Pure Bar, and Nicholas is assistant professor of bioethics at Loyola Marymount University. The couple live in Huntington Beach, Calif. Sami Iwata, MBA, of San Francisco, writes, “On March 28, I married Lance Anderson at Thomas Fogarty Winery in Woodside, Calif. Joining us to celebrate were Grethe Petersen and Delphine Sherman, Howard Connell, MBA, of Atlanta, Ga., writes, “After almost four years at A.T. Kearney, including eight months in Saudi Arabia most recently, I am now on a leave of absence for several months. This time will include catching up on family and personal life, travel, and my more recent passion, poker. To kick it off, I played in the World Series of Poker for the third year in a row and plan on several other major tournaments in the latter half of 2009. Watch for me on ESPN in the coming years.” Margaret Rhee, MBA 06, and Adrian Winoto at their wedding in Dallas both MBA 06; Dawn Woo (Belt), MBA 07; Vasey McClory (Hargreaves), MBA 06; and Phil Guindi, MBA 02. (A big thank you to Phil, who got married at this idyllic spot and suggested it.)” Margaret Rhee, MBA, married Adrian Winoto April 18 in Dallas, Texas. She switched jobs in January 2009 and is now working with Jeffrey A. Parker and Associates, a financial advisor to public sector clients in transportation infrastructure. She is still based in San Francisco. Antonia Cusumano Binetti, MBA, of San Carlos, Calif., is managing director at PricewaterhouseCoopers, Western Region People and Change Practice Leader. She and her husband, David Binetti, welcomed daughter Sarina Cusumano Binetti in October 2008. Sandy Lii, MBA 05, and Michael Wozniak at their Fourth of July wedding in Kamloops, Canada 2007 Steve Falace, MBA, is back in the Bay Area again after working as an associate in Bank of America/Merrill Lynch’s Mergers and Acquisitions group Grethe Petersen and Delphine Sherman, in New York for the past

year. He both MBA 06; groom Lance Anderson; has returned to the wine industry bride Sami Iwata, MBA 06; Dawn Woo (Belt), MBA 07; Vasey McClory as director of finance for Vine (Hargreaves), MBA 06; and Phil Guindi, Connections in Sausalito and lives MBA 02, at Iwata and Anderson's wedding in Woodside, Calif. in Napa with his wife, Trina. 2006 Sangeeta Chakraborty, MBA, of Danville, Calif., writes, "My husband and I have been spending a fantastic summer enjoying our terrific kids, Neil (11) and Keya (6). With our busy careers (I run professional services for Digital Fuel Technologies and my husband runs an energy startup), it has been a very full few months. I recently had the wonderful opportunity to welcome the EWMBA class of '12 at the orientation at the gorgeous Berkeley Marina, and as I spoke to the class, many wonderful memories returned to me. I shared my seven-step survival guide to the EWMBA: Have a time management plan and stick to it, embrace the unknown, look beyond the grades, make friends (not 'network'), know your support network Darryl Eaton, MBA, writes, "Isa, the family, and I moved to Santa Barbara, Calif., in late July. I'm now heading up product management at RightScale, a leader in cloud computing management software. We were sad to leave the Bay Area after 11 years, but are happy to be closer to family now that we're expecting our third child in December." Gautam Ghose, MBA, of Silicon Valley, Calif., is working as a senior product manager at Xilinx Inc., managing a family business, spending time with the kids, and exploring new opportunities in semiconductor marketing. Wesley Kong, MBA, of San Francisco, is pursuing his passion for writing by serving as a contributing writer for a fastgrowing personal finance blog: www.financialsamurai.com. He writes, "Financial Samurai is aimed at anybody who wants an edgy perspective on personal finance and especially for those who wish to achieve financial independence sooner, rather than later. There's no better time to write about personal finance than right now, post the greatest downturn in our careers. Valeska Scharen-Guivel, MBA, and Doug Meyer welcomed their beautiful daughter, Ellie Jadyn Meyer, into the world on March 28 at 8:36 p.m. in San Francisco. She weighed 6 pounds, 5 ounces and measured 20 1/4 inches long. Wes Selke, MBA, writes, "I continue my work as the investment manager at Good Capital, a social venture-capital fund based in San Francisco. We're working on some exciting projects, including the opening of the first Hub in Fall 2009 CalBusiness 27

]]>
</paragraph>
</page>
<page pageNumber="30">
<paragraph number="1">
<![CDATA[

Haas Alumni Network Worldwide Events Haas Alumni Welcome New Admits in 40 Cities From an outdoor BBQ in Seoul to a bar overlooking the Hudson River in New York, 40 parties were organized by alumni around the world this summer to welcome newly admitted students into the Haas fold. The fun began June 9 in São Paolo, Brazil, continued to include two dinners with Dean Rich Lyons in China, and culminated Aug. 27 at Jupiter in downtown Berkeley. 1 In Manila, new admit Miguel Buling (seated, left), MBA 11, was welcomed by four Cal alumni. Pictured here with Buling, clockwise from top left, are Joey Yujuico, BS 69 (Electrical Engineering/Computer Science), MBA 71; Eric R. Tomacruz, BS 89, MS 91, PhD 94 (all Electrical Engineering/ Computer Science); Luis Miguel Aboitiz, MBA 92; and James P. Lynch, MBA/MCP 90 (City and Regional Planning). 1 2 Bernie Murphy, MBA 11, is welcomed by Renee Wang, MBA 00, in Taipei. A festive blackboard greeted Thailand welcome party attendees. 4 Pictured here in Thailand are (l. to r.) Saran Limvorasak and Manita Kovitvattanapong, both MBA 09; Steven Gomberg, BS 79, MBA 81; Piradee Tatiyakavee, MBA 10; and Tanya Vannapregs, MBA/MPH 02 (Public Health). 3 2 3 4 Haas Honors Shanghai Chapter and Martha Gerhan, BCEMBA 03 Martha Gerhan, BCEMBA 03, is this year's winner of the Raymond E. Miles Alumni Service Award, and the Shanghai Chapter of the Haas Alumni Network has been recognized as the 2009 Chapter of the Year. From the moment she stepped on the Berkeley campus as part of the first Berkeley-Columbia Executive MBA class, Gerhan has been an enthusiastic supporter of Haas. She helped shape courses and work out the kinks of the new program and recruited new students for future classes. As a six-year member of the school's Alumni Council and past president, Gerhan has consistently offered thoughtful guidance and strategic feedback, strengthening the school's alumni outreach and giving programs. She was instrumental in building the annual "Legacy Gala and Reunion" for the executive MBA community. HAN-Shanghai was recognized as Chapter of the Year for designing a diverse portfolio of events, boosting alumni engagement, and increasing event attendance six-fold. This enterprising chapter launched the year with an alumni survey and then went on to create several popular events, including

```
        two dean's receptions and two successful student treks. Martha Gerhan, BCEMBA 03 28
        CalBusiness Fall 2009
      ]]>
    </paragraph>
  </page>
  <page pageNumber="31">
    <paragraph number="1">
      <![CDATA[
        Worldwide Contacts United States Arizona Theda Nunn, BS 79 theda.nunn@earthlink.net
        Colorado Johan Smet, MBA 97 johan.smet@alumni.haas.org East Bay Dean Suzuki, MBA 69
        dean.suzuki@gmail.com Lucky Sandhu, BS 96 lucky@reliancefinancial.com Florida Jaime
        Alfaro, MBA 00 JAlfaro@mysterling.com Georgia (Atlanta) Richard Desarmes, BCEMBA 03
        rdesarmes@mba.berkeley.edu Georgia (Augusta) Brooks Mendell, MBA 00
        bcm3407@forestry.uga.edu Hawaii Kehau Kali, MBA 95 KehauKali@aol.com Idaho Joel
        Sargent, BS 62 joelsargent1@gmail.com Illinois Jim Barnett, MBA 04
        Jimbarn99@yahoo.Com Cindy Karasick, MBA 02 c_karasick@yahoo.com Iowa Jennifer Kakert,
        EWMBA 01 jkakert@ilpcs.com Los Angeles Raffi Ahoronian (BS 04)
        raffi.aharonian@gmail.com Michigan (Detroit) Peter Laudat, MBA 98
        laudat@alumni.haas.org Michigan (Midland) Elizabeth Singleton, MBA 08
        Elizabeth_Singleton@mba.berkeley.edu Missouri David Dickey, MBA 98
        david.w.dickey@sprint.com Monterey Jeff Johnsen, MBA 94 jofftait@yahoo.com Nevada
        Kathleen Forsyth, MBA 76 haas.nevada@gmail.com New England George Reitter, MBA 70
        gwr7@aol.com New Jersey John Gutman, MS 96 gutman@alumni.haas.org New York •
        Entertainment, Marketing & New Media Contacts: Megan Tobin, BS 91 Mtobinn@t2minc.com
        • Entrepreneurs in Technology Contacts: Chris Phenner, BCEMBA 03 chris@phenner.org •
        Finance Contact: Karti Bhatt, MBA 06 kartibhatt@gmail.com North Bay Christina
        Hollingsworth, BS 00 chollingsworth@pbllp.com North Carolina P.J. De Leon, MBA 94
        deleon@mba.berkeley.edu Orange County Bart Young, MBA 75 byoung@youngcompany.com
        Oregon Mike Alperin, MBA 05 mikealperin@cal.berkeley.edu Pennsylvania Steve Blechman,
        MBA 86 steveblechman@yahoo.com Sacramento Martin Parker, BS 65 marty@parkerbiz.com
        San Diego Bill Beeson, BS 56 wbeeson997@aol.com San Francisco David Gimpelevich, MBA
        98 gimpelev@alumni.haas.org Seattle Joyce Robertson, MBA 89 jmrseattle@hotmail.com
        South Bay Victor Adint, MBA 98 adint@sbcglobal.net Texas (Austin) Matthew Kaminski,
        MBA 06 matthew.kaminski@oracle.com Texas (Houston) Arturo Cornejo, MBA 92
        corart@hotmail.com Utah Doug Clark, MBA 98 Doug.Clark@pobox.com Washington, D.C.
        Michelle Walker, MBA 02 shellywalker02@hotmail.com Wisconsin Devin Tau, BS 01
        devin_tau@yahoo.com Norway Tor Erland Fyksen, MBA 93 torfyks@gmail.com Portugal Dana
        T. Redford, BCED Dana.Redford@cal.berkeley.edu Russia Konstantin Maslov, BS 00
        maslovks@mail.ru Spain Mario Alvarez-Fernandez, MBA 98 alvarezmario@gmail.com
        Switzerland Urs Huber, MBA 93 u.huber@scasy.com Turkey Eyup Gulsun, MBA 03
        gulsun@mba.berkeley.edu Singapore Matthias Goertz, MBA 95 Matthias.goertz@ewkp.com
        Sri Lanka Anosha Subasinghe, BS 91 anoshas@eureka.lk Taiwan Renee Wang, MBA 00
        renee.wang@auo.com Thailand Apollo Chansrichawla, MBA 95 apollo@mie.co.th Vietnam
        (Hanoi) Linh Do, MBA 04 linhdo@gmail.com Vietnam (Saigon) Chris Zobrist, BS 02
        czobrist@cal.berkeley.edu Middle East Iran Arta Pirouz, BS 06
        artapirouz@haasalum.berkeley.edu Israel Hagit Katzenelson, MBA 98
        hagitkatz@hotmail.com Kuwait Rehda Behbehani , MBA 82 mredhab@yahoo.com United Arab
        Emirates Wiam Hasanain, MBA 08 wiam_hasanain@mba.berkeley.edu Latin America Argentina
        Marcelo Quinones, MBA 97 marcelo_quinones@yahoo.com Brazil Fabio Matsui, MBA 03
        fm@cypressassociates.com.br Chile Marcelo Vasquez, MBA 02 mvasquez@mba.berkeley.edu
        Colombia Leland “Lee” Miles, MBA 70 leemiles@mba.berkeley.edu Guatemala Juan Mini,
        MBA 99 juanmini@gmail.com Mexico City Carlos Dieguez, MBA 98 dieguez@alumni.haas.org
        Ricardo Suarez, MBA 03 ricardos@jackbe.com Peru Freddy Amprimo, MBA 03
        amprimo@mba.berkeley.edu Venezuela Jorge A. Viera, MBA 01 jviera01@alumni.haas.org
        Affinity Group Contacts Berkeley Chinese Alumni International Association Niandong
        Wang, MBA 04 niandongwang04@mba.berkeley.edu Brad Bao, MBA 05
        brad_bao@mba.berkeley.edu Berkeley Digital Media & Entertainment Club Christian
        Oestlien, MBA 06 christian.oestlien@mba.berkeley.edu Berkeley-Columbia Alumni Chapter
        Steve Hartman, BCEMBA 06 stevenphartman@cal.berkeley.edu Christine Kelly Leong,
        BCEMBA 06 christine.kelly.leong@jpmorgan.com Biotech Alumni Reza Afkhami, MBA 03
        rafkhami@mba.berkeley.edu Diversity Alumni Monica Stevens, MBA 96
        monicast@wellsfargo.com Energy Alumni Urvi Parekh, MBA 09
        Urvi_Parekh@MBA.Berkeley.edu Entrepreneurial Alumni Michael Berolzheimer, MBA 07
        michael.berolzheimer@mba.berkeley.edu Gay, Lesbian, Bisexual and Transgender Alumni
        Brian Jordan, MBA 06 brian.jordan@mba.berkeley.edu Health Management Alumni
```

Association Melissa Schoen, MPH/MBA 90 huntschoen@earthlink.net Real Estate Alumni Scott Youdall, MBA 04 Scott.Youdall@mba.berkeley.edu South Asian MBA Association (SAMBAA) Anurag Mairal, EWMBA 05 AMairal@NDCUS.JNJ.com Venture Capital Alumni Linda Behnke, MBA 96 behnke@goldingcapital.com YEAH Alumni Association Viktoriya Safris, BA 05 vsafris@berkeley.edu Fall 2009 CalBusiness Canada Calgary Russell Kalmacoff, MBA 65 russ@mountcorp.com Edmonton Erik Dmytruk, BS 01 erik.dmytruk@aimco.alberta.ca Toronto David Hirtenfeld, MFE 07 dhirtenfeld@gmail.com Australia/ New Zealand Australia Gina Shafransky, BS 01 gina@shafransky.net New Zealand Ross McConnell, MBA 04 rossmcconnell04@hotmail.com Asia China (Beijing) Roy Zhou, MBA 06 roy.zhou@mba.berkeley.edu China (Hong Kong) James Man, MBA 03 james.man@mba.berkeley.edu China (Shanghai) Ann Hsu, MBA 98 annhsu@alumni.haas.org India (Bangalore) Girish Venkatachaliah, BCEMBA 05 girishvenkat@yahoo.com India (Mumbai) Nidhi Jain, EWMBA 08 Nidhi.Jain242@gmail.com India (New Delhi) Rahul Chandra, EWMBA 05 rahulchandraa@yahoo.com Indonesia Matt Sinder, MBA 99 msinder@alumni.haas.org Japan Koji Abe, MBA 01 kabe2000@hotmail.co.jp Korea Jay Jung, MBA 03 jay.jung@samsung.com Pakistan Ali Hasan, MBA 09 ali_butt@mba.berkeley.edu Philippines Joey Yujuico, MBA 71 joeyz.yujuico@gmail.com Europe Belgium Naard Broeckaert, MBA 01 naard.broeckaert@torrebos.com England Diego Groiso, MBA 02 diego.groiso@mba.berkeley.edu France Damien Dirringer, MBA 96 Damien_Dirringer@ernst-young.fr Germany Matthias Keudel, MBA 97 keudel@alumni.haas.org Greece Dimitris Giannis, MBA 00 dimitris@alumni.haas.org Hungary Peter Hajdu, MBA 05 peter_hajdu@yahoo.com Italy Ada Perniceni, MBA 98 aperniceni@hotmail.com Netherlands Viktor Mattousch, MBA 00 viktor@mattousch.com 29

]]>
</paragraph>
</page>
<page pageNumber="32">
<paragraph number="1">
<![CDATA[

Submit your news online at http://haas.berkeley.edu/alumninotes Alumni Notes Berkeley at the David Brower Center. This is a co-working space, where social entrepreneurs meet, connect, and collaborate on projects that are changing the world. We're working with Haas on several fronts and will be having co-hosted events with the business school this fall. I moved my office location to Berkeley when the Hub opened on Sept 1, and was excited about the 2-mile commute. We're still living in Rockridge and very involved with our church, Christ Church Rockridge. And last, but certainly not least, my wife, Adrienne, is expecting our first baby in January. Excited to be a dad!" I ran an ultra marathon (155 miles/ six days) across the Gobi desert. The locale, the Uyghur people, the inspiring stories of the competitors, and the challenge of running through a spectacular course was the highlight of my summer." Mikhail Shneyder, MBA, of Martinez, Calif., writes, "In May 2009, I joined Heald College, established in 1863 and currently operating 11 campuses in California, Oregon, and Hawaii, as the vice president, Allied Health Programs. In this exciting role, I look forward to contributing to the growth of education opportunities for a number of healthcare occupations experiencing ongoing labor supply shortages." statement! Recently I moved to the San Francisco office of Morgan Stanley in the commercial real estate strategy group, where I will focus on CRE and REIT strategy and research. Hoping to connect back with other Haas alums in the Bay Area, as well as enjoy California with my wife and 2-year-old son, Jai." In Memoriam Robert Johnson, BS 33 Robert Ballachey, BS 34 William Bush, BS 34 Dorothy Simpson, BS 36 Francis Foote, BS 37 James McFadden, BS 37 Dudley Zoller, BS 38 Paul Gaillard, BS 40 Maryann Herrin, BS 40 Millard Tonkin, BS 40 Cloyd Dawson, BS 41 Pauline La Jeunesse, BS 41 George Hansen, BS 42 H. Hodes, BS 42 Louis Lindsey, BS 42 John McFarland, BS 42 Maureen Southwell, BS 42 Robert Wisecarver, BS 43 Arthur Lambert, BS 44 William Leonard, BS 44 William Callahan, BS 47 Andrew David, BS 47 James Duart, BS 47 Charles Harrison, BS 47 James Lawson, BS 47 Robert Wilson, BS 47 Richard Gawthorne, BS 49 Ernest Helme, BS 49 Angelo Theodos, BS 49 William Armstrong, BS 50 Frank Kono, BS 50 John Faliano, BS 51 Ralph Henderlong, MBA 51 John Bannatyne, BS 52 Thad Sheridan, BS 52 John Rygh, BS 53 Donald Corbin, PhD 54, BS 42 Robert Dunn, BS 54 Spiro Mellis, BS 55 David Schoettler, BS 55 Robert Berry, MBA 55 George Hafner, BS 57 Dion Cairns, BS 58 Willis Wedel, MBA 58 Duane Jacobsen, BS 59 Donald Pihl, BS 59, MBA 64 Alfred Genasci, BS 63 Peter Scott, BS 63 Burton Broome, MBA 64 Charles Merrifield, MBA 69 Michael Mohn, MBA 71 Robert Melton, MBA 72 Ernest Scherer, MBA 75, BS 71 Tyzoon Tyebjee, PhD 76, MBA 72 Margaret "Midge" Lester, MBA 76 Michael Augello, BS 77 Thomas Huey, MBA 78 Pat Hsu, BS 82 John Bessey, MBA 83 2009 Jevgenijs (Eugene) Pauksta, MFE, writes, "I'm a math monkey at Golden

State Asset Management hedge fund in Sausalito, Calif.” BCEMBA 2003 Julie Hickey, BCEMBA, of Berkeley, writes, “On the business front, I am celebrating 10 years at Intuit this fall and am helping to grow our solution provider/VAR channel. On the personal front, my partner, Lori, is expecting at the end of the year and our son, Jackson, will be 3 this October. Life is busy and full of fun.” 2009 Echo Cheng, MBA, works for Alibaba.com and is based in China. 2008 Robert Chatwani, MBA, was promoted to head of global citizenship at eBay Inc., reporting to eBay’s CEO. The role involves stewarding Robert Chatwani, the company’s MBA 08 commitment to promoting an ethos of sustainable commerce in society. Building from the foundation of eBay’s business models in e-commerce, payments and communications, Robert oversees eBay’s impact through dedicated businesses and programs that support cause marketing, sustainable shopping, microfinance, and philanthropy. Kaan Ersun, MBA, is working as monetization manager at lolapps, a quickly-growing startup in San Francisco that develops games and other software for the Facebook platform. Adam Skibley, MBA, married Dr. Lindsay Jackson in Sonoma, Calif., on June 6. The couple honeymooned in Bora Bora and now reside in San Francisco. Adam is a consultant with ZS Associates, and Lindsay is a chief resident at Stanford’s Lucile Packard Children’s Hospital.” 2004 Jason Berkin, BCEMBA, of Los Angeles, is working in technology management. He writes, “Consulting but passionately pursuing R&D on exciting opportunities in the energy smart-grid/ smart-billing market segments.” 2009 Gabe Burke, BCEMBA, writes, “For the last ten years I’ve been working for Colliers International in Gabe Burke, BCEMBA 09 Oakland, Calif. I specialize in leasing and sale transactions of office and industrial property. I represent both tenants and landlords, buyers and sellers.” Dai Deh, MBA, writes, “I adopted a puppy named Seal in April and bought a home in Berkeley in July. What a crazy 2009. Also, still keeping the Haas alumni connection strong here at Del Monte Foods.” Adam Skibley, MBA 09, and Lindsay Jackson at their Sonoma, Calif., wedding MFE 2008 Yunfei Feng, MBA, who was an exchange student from Beijing, China, is working in strategy development in the financial services industry. 2007 Swaroop Yalla, MFE, writes, “After two hectic years on the securitized products and residential housing derivatives desk of Morgan Stanley in New York and witnessing the unraveling of the credit crisis from a somewhat first-hand perspective, to say that it has been a roller coaster ride would be an under-
Executive Development 2000 Shih-Chieh (Joe) Su, Executive Development, of Taipei, Taiwan, is an IT industry analyst consultant. Huzefa Mehta, MBA, of San Jose, Calif., writes, ”In June of 2008, 30 CalBusiness Fall 2009

```
    ]]>
  </paragraph>
</page>
<page pageNumber="33">
  <paragraph number="1">
    <![CDATA[
```

MBA Obituaries Business Visionary Don Fisher, BS 51 Don Fisher, BS 51, chairman emeritus and founder of Gap Inc., passed away Sunday, Sept. 27, at the age of 81, following a long battle with cancer. Fisher was a long-time member of the Haas Board, which advises the dean on strategic and policy innovations, and recently served as the board’s chair. “Don was a truly great businessman of our time, who demonstrated throughout his life the values and principles that we strive for at the Haas School,” said Dean Rich Lyons. “He personified the concept of innovative leadership and challenging the status quo in the founding of the Gap and the global retail empire that sprung from the fresh ideas that he and Doris implemented when they opened their first store in 1969.” Fisher and his wife, Doris, gave $5 million to establish both the Fisher Center for Real Estate and Urban Planning and the Fisher Center for the Strategic Use of Information Technology at Haas. They made several generous gifts to the Haas School’s building campaign. The Doris and Don Fisher Gate, the western entrance to the Haas campus, was named in their honor. They also gave generously to several UC Berkeley causes, most prominently the Athletics Department. Don and Doris Fisher opened their first Gap store in 1969 on San Francisco’s Ocean Avenue. They built the company into one of the world's leading apparel retailers, with other brands and stores including GapKids, Banana Republic, and Old Navy. Fisher retired as Gap's chairman in 2004, the year the company's sales peaked at $16.3 billion. He remained a member of the board with the title chairman emeritus. Fisher served on the board of trustees of the San Francisco Museum of Modern Art and was a director of the Boys & Girls Club of San Francisco, as well as a governor of the Boys & Girls Clubs of America. He was a member of the California State Board of Education and a director of EdVoice, KIPP Charter Public Schools, and Teach for America. Since 2003, the

Fishers have hosted the San Francisco Haas Alumni Celebration at Gap headquarters every spring, inviting the Haas community to hear thought-provoking conversations with leading-edge speakers and to enjoy the Fisher's renowned collection of modern art, part of which is on display in the building. In recognition of his professional achievements and support of Haas and Berkeley, Fisher was honored in 1986 as the Haas School Alumnus of the Year and was named the California Alumni Association's Alumnus of the Year in 2007 — the highest honor given to a graduate of UC Berkeley. Fisher is survived by his wife, Doris, also a great friend to the Haas School; their three sons; and ten grandchildren. received the American Accounting Association Outstanding Accounting Educator Award in 1985 and was honored by three former students with the establishment of fellowship and endowment funds. During his time at Berkeley, Moonitz served as the first associate dean of the university's newly formed Graduate School of Business Administration, from 1955 to 1959. In 1966, Moonitz took a leave from Berkeley to become the founding director of the Lingnan Institute of Business Administration of the newly formed Chinese University of Hong Kong. Moonitz is survived by three children; seven grandchildren; ten great-grandchildren; and one greatgreat-granddaughter. Memorial donations may be sent to the UC Davis Alzheimer's Disease Center, 150 Muir Road (127A), Martinez, CA 94533 or The Maurice Moonitz Doctoral Fellowship Fund, c/o UC Berkeley Haas School of Business, 502D Faculty Building #1900, Berkeley, CA 94720-1900 (payable to UC Regents). Letters of condolence should be sent to P.O. Box 6628, Albany, CA 94706. Accounting Prof. Emeritus Maurice Moonitz Haas School Accounting Professor Emeritus Maurice Moonitz, BS 33, MS 36, PhD 41, passed away July 24 at the age of 98. A prolific scholar, Moonitz was the author or editor of approximately 70 articles and books on accounting and also worked in the field as a certified public accountant. Moonitz earned his three business degrees at Berkeley, taught at the University of Santa Clara and Stanford, and worked as a staff accountant at Arthur Andersen before returning to Berkeley as an associate professor in 1947. He was promoted to professor in 1953 and retired in 1978. Moonitz Lt. Gen. Donald Scott Pihl, BA 59, MBA 64 Lt. Gen. Donald Scott Pihl, BA 59, MBA 64, a decorated combat veteran who served his country for 31 years, died Feb. 10 at the age of 71. Pihl played football and rugby as an undergraduate at Berkeley and received his commission after graduation. He commanded units up through the division level and received the Purple Heart Medal. Pihl retired as the military deputy to the assistant secretary of the army for research, development, and acquisition. He later joined General Dynamics, from which he retired in 2002 as a senior vice president. Pihl is survived by his wife of 51 years, Sandra, of Rochester Hills, Mich.; three children; and eight grandchildren. Fall 2009 CalBusiness 31

```
    ]]>
  </paragraph>
</page>
<page pageNumber="34">
  <paragraph number="1">
    <![CDATA[
```

Personal View The Road Less Traded Berkeley MFE tours 20 "emerging markets" that he traded in New York By Tariq Dennison, MFE 04 iding the train from Warsaw, Poland, to Vilnius, Lithuania, we pass sleepy Prussian forests outside our window. Our one-year-old starts smiling at the attractive middle-aged woman sitting across from us, and soon she is chatting with my wife about her life in Lithuania. Before we know it, she invites us to dinner at her polished, topfloor flat, where her partner, a successful real estate entrepreneur, teaches me about the Baltic property market. It's one of many memorable encounters on our 200-day tour of 20 emerging market (EM) countries that I had previously traded from a New York desk. Until Nov. 20, 2008, when I found my pink slip among the thousands flooding Wall Street that year, I had spent much of my career trading derivatives and structured products linked to emerging markets. So while the New York derivatives job market was in a coma, I decided it was a perfect time to visit countries like India, Slovakia, China, and Malaysia (whose economies were not as heavily leveraged nor apparently as affected by the credit crisis) to search for my next opportunity and see firsthand how well these emerging markets actually work. Our itinerary included traveling to 20 EM countries almost entirely by train. We called our trip "The Road Less Traded." R more space, a kitchen, and a washing machine. But searching for and staying in apartments in different cities also gave us a quick glimpse at the real estate situation and a better idea of how people live in these places. In Russia, it proved relatively difficult to find an apartment; most were in dark, tight, smelly Krushchev-era cement blocks and a very poor value.

This seemed to be because the Soviets mass-produced just enough of these for citizens to live in, and then the occupants became owners when the USSR collapsed, leading to very high home ownership rates (and probably little surplus for visitors to rent). Our observations reinforced for me how real Similar conversations with a Berkeley alum in Kiev and a friend of an alum in Krasnoyarsk, Siberia, also confirmed that the scarcest resource in Russia is the desire to invest longterm, something I would soon discover was more abundant in China. Sea of Coal After hearing for years that “the 21st century belongs to China,” we arrived and began looking for it. Hoping to avoid a limited view of the country by starting in a big city like Beijing or Shanghai, we began our tour of China in Datong, a city of less than 2 million people in the north-central part of the country. Datong sits on a “sea of coal” — the largest coal base in China. Consequently, the city is enjoying rapidly developing wealth and suffering from tremendous pollution. It looks like one giant, dusty construction site and seems more like a city building toward the future than having already arrived there — often a sign of a “high risk/high return” phase of investment. But with countless high rises nearing completion, it’s easy to envision Datong looking like Jersey City three to five years from now. Tariq Dennison, MFE 04, with his family in Kaesong, North Korea Real Estate Lessons Fortunately, my wife could easily leave her job at the time and my son was not yet in school. I soon came to realize that traveling as a family instead of as “one guy” would introduce me to several aspects of these markets — particularly related to real estate — that I might not learn about on my own. For example, after our fourth hotel, my wife found an apartment for our three-day stay in Kiev, which immediately proved to be far more comfortable and home-like than a hotel, with estate is the most local (perhaps the only truly local) tradable asset and how watching the property markets in these countries should always be part of how I evaluate them. Russia’s Scarcest Resource In Moscow, the family played at home one evening while I went to share a drink with a fellow Berkeley MFE working there. While we drank from our $35 glasses of scotch at one of the city’s many trendy bars, he talked to me about the lawless ’90s in Russian business and how the “make a million today, get shot tomorrow” mindset has resulted in most people’s longterm horizon extending only 12 to 18 months. As of this writing, we are about to board a train from Guilin, China, to Hanoi, Vietnam, with sadly only Southeast Asia and about two months separating us from our goal of Singapore by November. While we are still sorting out whether the next great opportunity will actually be out here or will be selling EM investments back in the West, we have already discovered no less than a handful of places we’d love to live — Budapest, Vilnius, Shanghai — whose economies have been developing in excitingly different ways and whose markets I hope to continue trading wherever we end up next... To follow Tariq Dennison’s tour, visit roadlesstraded.com. 32 CalBusiness Fall 2009

```
    ]]>
  </paragraph>
 </page>
 <page pageNumber="35">
  <paragraph number="1">
   <![CDATA[
    haas.berkeley.edu/givenow PHOTOS: THANKS TO BERKELEY PHOTOBOOTH PROJECT
   ]]>
  </paragraph>
 </page>
 <page pageNumber="36">
  <paragraph number="1">
   <![CDATA[
    CalBusiness Haas School of Business University of California, Berkeley 545 Student Services #1900 Berkeley, CA 94720—1900 Nonprofit Organization US Postage PAID Admail West
   ]]>
  </paragraph>
 </page>
</results>
```